



Strathcona County Boys and Girls Club

Facility Needs Assessment and Partnership Models

Final

December 1, 2020







Executive Summary

Since 2001, the Boys and Girls Club of Strathcona County (SCBGC) has provided services for children and youth including before and after school care, evening drop-in, nature, pre-kindergarten care, fall and spring break and, summer camp programs. The organization offers fun, challenging experiences and activities focused on healthy living, personal growth, learning and community involvement for over 1,700 kids aged 3 – 17 years old. SCBGC is a provisional member of the Boys and Girls Club of Canada and is guided by its' mission to provide safe, supportive places where children and youth can experience new opportunities, overcome barriers, build positive relationships and, develop confidence and skills for life.

Over the years, SCBGC has experienced significant growth which has impacted their ability to keep up with demand for their programs and services. Despite successful facility and programming partnerships with Strathcona County, Elk Island Catholic School Division and Elk Island Public School Division, the organization is unable to meet community needs through their current facility and satellite locations. This is evidenced by extensive wait lists for their programs and services.

In an effort to accommodate community needs, SCBGC has explored alternative space options in Strathcona County. Unfortunately, this work did not yield a facility solution that supports the organization's future needs and goals due to location of available options although the Club has been able to secure short term space solutions recently. As a result, SCBGC chose to pursue a detailed needs assessment with the goal of identifying a potential partnership option for the development of a new facility in collaboration with Strathcona County (as per a Council motion made in spring 2020), Elk Island Catholic School Division and Elk Island Public School Division. This report comprises the results of that assessment. It also offers a preferred partnership option that will not only help the organization respond to current and future demand but will also create greater community connections, value and benefits.

SCBGC, under the guidance of a Steering Committee comprised of SCBGC, County and school division representatives, engaged Emerge Solutions, Inc. and their colleagues from RC Strategies to conduct a needs and expectations assessment and identify a partnership model option for attaining appropriate facility space. This work included:

- **Document review** of SCBGC and potential partners' strategic direction, plans, policies and priorities.
- **Stakeholder conversations** to explore partner relations, strategic direction and priority context, possible partnership models and, key considerations for partnerships.
- **Analysis of trends and external influences** to identify and confirm market, facility, program and service demand.
- **Needs assessment** to identify facility requirements, stages to achieve facility development and preferred partnership option.

This report identifies the need for a new 21,020 square foot facility. The building would include a variety of functional spaces including meeting rooms, office space, multi-use program rooms, kitchen and gymnasium. Ideally, these spaces would be owned and operated by SCBGC and, through partnership with Strathcona County and one or both of the Elk Island School Divisions, would provide opportunities for these entities to use the space for their own program and service needs allowing for the improvement and expansion of existing partner and community youth and drop-in, sport/recreation, girls, food and art programs. The proposed facility and partnership are recommended based on the following key factors:

- The Strathcona County Boys and Girls Club has been **actively servicing the needs of the community and providing safe spaces for children to play since 2001**; during that period, it has become entrenched within the community and guided by the support by a national organization.
- Currently a **strong partnership exists** between the SCBGC and the County, as well as with both school divisions. The strategic goals of the organizations are well aligned, along with the overall mission to support the growth and development of children and youth in healthy, positive environments.
- Given the current registration waitlist for various programming, as well as requests from schools throughout the County to operate and/or join sport leagues, **there is justification of the need for the space to accommodate expressed community demand and allow for potential new programs and opportunities.**
- **Demand might increase** due to the current challenging economic conditions in which many families are managing a decrease in disposable income and may seek out more affordable childcare and activity programming. Additionally, there may be demand implications from COVID-19 and the recognition that childcare must be treated as an essential service, that is affordable and accessible for everyone similar to public education.
- **The gymnasium component of the project provides the most opportunity for mutual benefits** to be realized for the residents of Strathcona County, and students of Elk Island Catholic School Division and the Elk Island Public School Division. **There could be as much as 1,800 hours of daytime use and 2,480 hours of prime time evening and weekend use available to partners and the community during the school year and more time available during the summer and holiday seasons.**
- In order for the new facility to confer the desired benefits to the community, and to support the operation of the organization for the future, the **location of the facility and operational control by SCBGC are key factors.**

Based on the needs assessment the **recommended facility location would be Centre in the Park on land adjacent to a school**. Key considerations to help determine this location included being central to urban Sherwood park, having access to transit, the sites proximity to a middle or secondary school, it's proximity to complimentary facilities and services and the high traffic location providing increased exposure to the community. **The SCBGC cannot complete this exciting venture on it's own; in order to develop a new facility, a partnership with Strathcona County and at least one of the school divisions is required.**

The detailed information to support the facility size, function, location and partnership requirements are provided in the body of this report. **SCBGC appreciates the dynamics and complexity of the current circumstances brought forth by the COVID-19 pandemic and has initiated a staged approach to the pursuit of this new facility.** They have implemented a short-term step to advance their organization's goals by supplementing their current facility space with a three-year lease agreement at a location adjacent to Centre in the Park. This will enable SCBGC to expand its programs and opportunities as well as meet existing demand and test some of the new program ideas the SCBGC has for the new facility. Meanwhile they continue to pursue a partnership with the County and school divisions to develop a new facility that will serve the community as a whole. This report provides detailed information to support the pursuit of this new facility partnership.




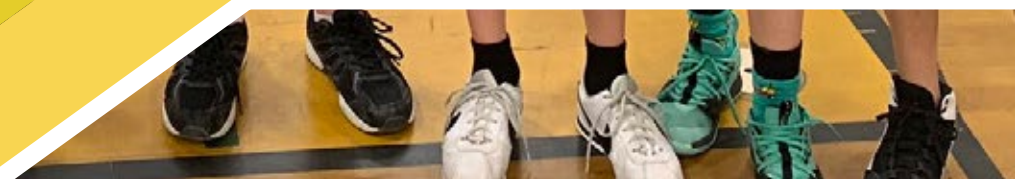


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Introduction and Methodology



The Boys and Girls Club of Strathcona County (SCBGC) has experienced increased demand for its' children and youth programming and services in recent years with waiting lists for many programs. The organizations' current facilities have limited the realization of this growth as the facilities are not able to fully accommodate its existing and future programming needs. Despite efforts to explore alternative space options in Strathcona County (the County), the SCBGC has been unsuccessful in finding a facility solution that supports the organizations programming needs in entirety. This has been due to the location and condition of available options. It is important to note that a short term solution to some of the SCBGC facility needs (excluding a gymnasium and some other program areas) has been secured as of August 2020 for a three year term.

The organization is well known within the County for its partnership approach to achieving meaningful outcomes for the community. It has developed and maintained relationships with the County and both the Elk Island Public School Division and the Elk Island Catholic School Division which includes but is not limited to, its tenancy in and use of a variety of school facilities, active participation in the County's Youth Needs Assessment and Social Framework Leadership Table and, provider of before and after school programming. The organization is seeking to strengthen its connection with these three entities by exploring partnership models that will allow them to address their growth and the needs of children and youth.

The Boys and Girls Club of Strathcona County, under the guidance of a Steering Committee comprised of Club, County and School Division representatives, has engaged Emerge Solutions, Inc. and their colleagues from RC Strategies to conduct a needs and expectations assessment and identify partnership model options and a preferred approach for attaining appropriate facility space that will accommodate the current and future programming needs of the SCBGC.

Methodology

In developing the following the study, the following tasks were conducted.





About the Organization

The Boys and Girls Club of Strathcona County (SCBGC) was established in 2001 as a non-profit charitable organization dedicated to serving the children and youth of Strathcona County. The Boys and Girls Club of Strathcona County is a provisional member of Boys and Girls Clubs of Canada. The organization serves over 1,700 children and youth annually through before and after-school care, evening drop in, nature pre kindergarten care, school breaks and summer camp programs that offer fun, challenging experiences and activities focused on healthy living, personal growth, learning and community involvement.


The Boys and Girls Club of Strathcona County subscribe to and have adopted the core values of the Boys and Girls Club of Canada (these are as follows). The SCBGC is also guided by its most recent Strategic Plan (2019-2024).

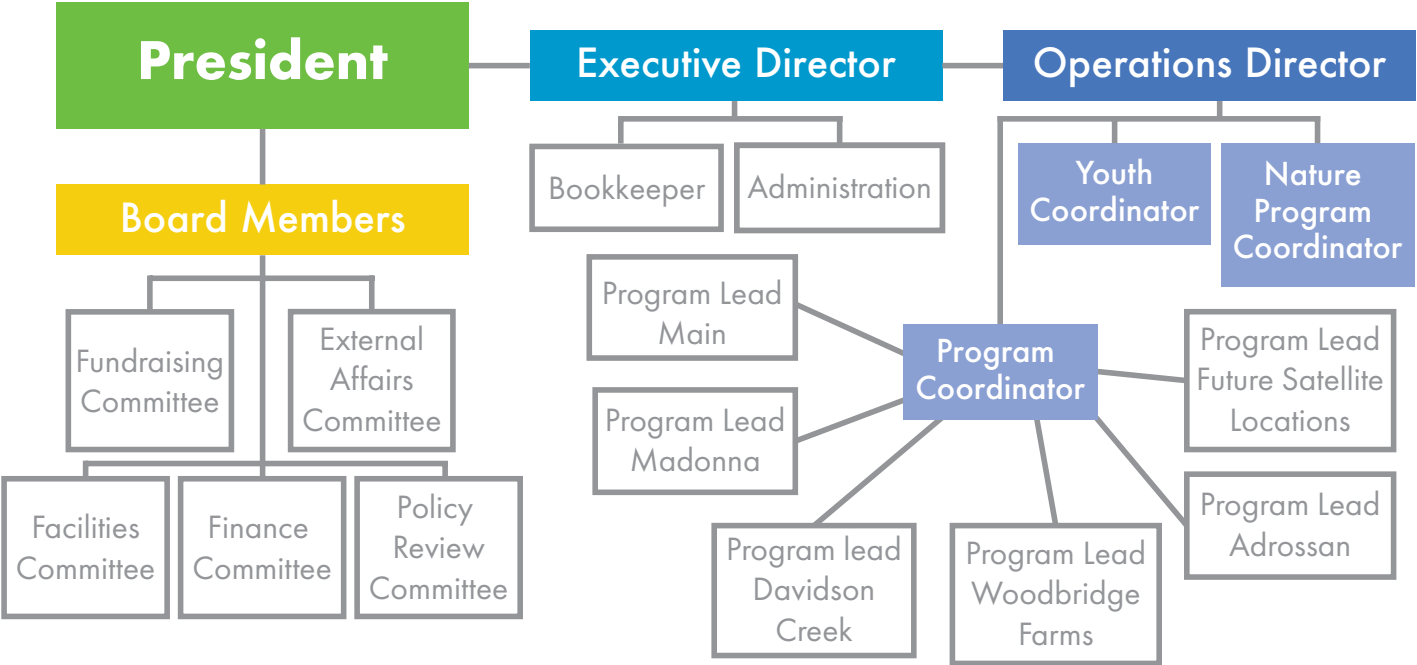
- **Belonging:** We welcome everyone in a safe, accepting environment based on belonging and positive relationships
- **Respect:** We ensure that everyone—children, youth, families, volunteers, staff—is heard, valued, and treated fairly
- **Encouragement and Support:** We encourage and support every child and youth to play, learn, and grow to achieve their dreams
- **Working Together:** We work together with young people, families, volunteers, our communities, and government
- **Speaking Out:** We speak out for children, youth, and families so that we can make our world better

Boys and Girls Club of Strathcona County Mission Statement

To provide a safe, supportive place
where children and youth can:

- Experience new opportunities,
- Overcome barriers,
- Build positive relationships and
- Develop confidence and skills
for life





Strong Together: Boys and Girls Club of Strathcona County Strategic Plan 2019 - 2024

The strategic plan of the Boys and Girls Club of Strathcona County 'Strong Together' is a roadmap to guide the organization until 2024, ensuring the organization remains relevant and responsive to the community it serves. The plan outlines four strategic focus areas which articulate the foundation required to best serve the community in the coming years. For each of the strategic focus areas, the plan presents a set of goals.

Strategic Focus: Strong Club

Our Club has the resources it needs to work effectively and deliver strong programming. We are a respected organization in our community. The Club meets or exceeds the common Operating Standards set out by BGCC.

Goals By 2024:

1. Have a strong infrastructure plan that will lead to a centralized "main" club.
2. Develop and maintain a strong board governance plan.
3. Frequently engage with BGCC resources for strategic planning, risk management, and governance training.
4. Comprehensive, online training will be available for frontline staff. Attend in-person leadership training at annual leadership symposiums that will meet the growing needs of our ED and senior staff.
5. Ensure we meet/exceed the Achieving level of the Operating Standards.
6. Develop a sustainable funding plan that ensures the longevity of our club and programs.

Strategic Focus: Strong Voice

Our Club is a respected voice in the community and we are known for the great work we do with children, youth, and families. We are sought-after experts on issues facing our communities' young people.

Goals By 2024:

1. We will have strong relationships with municipal and provincial elected leaders and bureaucratic champions, with the Boys & Girls Club model for out-of-school care acknowledged within legislation and regulations.
2. We will have a strong community presence and prevalent brand recognition as a leader in children and youth services.
3. We will continue to support our relationship with our local school's board in hopes to achieve more program space for our before and after school programs.
4. We will develop a media plan that gives us a platform to advocate for our children and youth as well as to increase our community awareness.

Strategic Focus: Strong Communities

Children and youth throughout Strathcona County—especially those who need us most—have access to Club services. Outcomes of Club programs and services demonstrate significant impact, and show that our Club is vital to the community.

Goals By 2024:

1. Be able to demonstrate our impact through our annual report, including a comprehensive case for support narrative that provides qualitative and quantitative impact outcomes.
2. Develop a plan to increase the number of youths aged 12 to 17 attending our Clubs by 10% over 2018 baselines.
3. Create a dedicated outreach fund to assist families in need
4. Build our community awareness by continuing to develop and maintain relationships with community partners and stakeholders.
5. Expand our reach into our rural communities or to other areas of our community that are in need.

Strategic Focus: Strong Together

Our Club works effectively with our community partners to meet the needs of our community. We will also work together with other BGC clubs to ensure consistent application of common Operating Standards, and collaboration on national initiatives.

Goals By 2024:

1. Continue to increase the number of service locations over 2018 levels by 1 location every 2-3 years.
2. Catalogue our priority community areas for Club service development.
3. Diversify and increase our operating revenues available for brand development, member services, and programming.
4. Establish funds for crisis management, consolidation, and extraordinary circumstances.

Strathcona County Boys & Girls Club

3 Spruce Avenue
Sherwood Park, AB
T8A 2B6

Davidson Creek Elementary

360 Davenport Dr
Sherwood Park, AB
T8H 1Y1

Madonna Elementary

15 Main Boulevard
Sherwood Park, AB
T8A 3N3

Woodbridge Elementary

1127 Parker Dr
Sherwood Park, AB
T8A 4E5

Holy Redeemer (Ardrossan)

53117 Range Rd 222
Ardrossan, AB
T8E 2M8

Fultonvale Elementary Junior High

52029 Range Rd 224
Sherwood Park, AB T8C 1B5

Future Location:

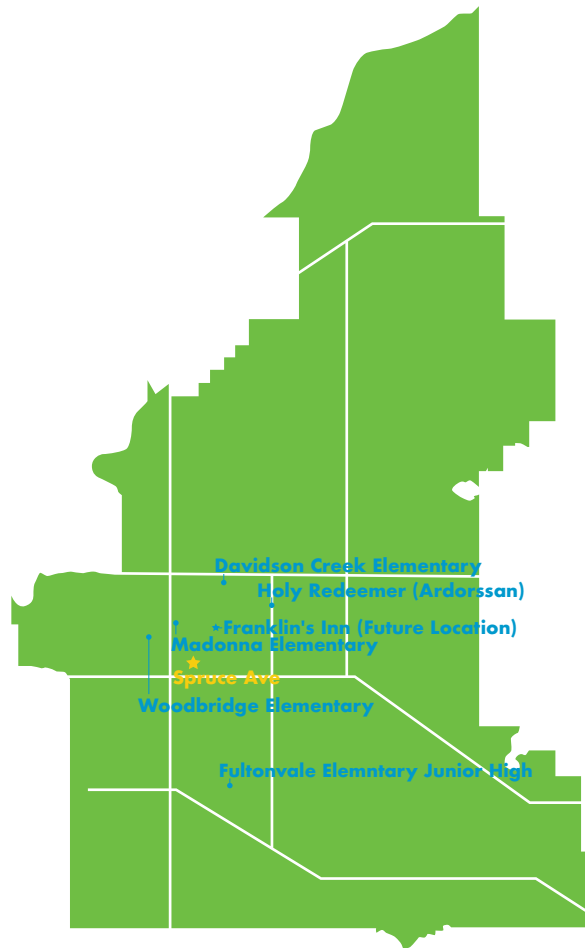
Franklin's Inn

2016 Sherwood Dr #212
Sherwood Park, AB
T8A 3X3



Current Programming

The organization supports over 1700 children and youth annually through after-school, spring break and summer camp programs, with a waitlist for many of the programs; unfortunately, the SCBGC turns away over 600 kids due to current capacity limitations. Programming is offered at three locations in Sherwood Park (including the current main facility), along with three satellite locations throughout Strathcona County.



The programming offered by the Boys and Girls of Strathcona County is focused on four areas, which they believe are central to child development.

1. Physical activity, health and safety
2. Leadership, growth and empowerment
3. Learning and career development
4. Community service

Programming is designed to address the relevant social issues of the communities they serve, while empowering and encouraging positive growth in children and youth. Programs are offered to children and youth from ages 3 to 17 years old with various themes including nature, sports, art and food, along with dedicated programming for girls.

Program	Description	Current Participation	Waitlist
Before school	Licensed before school care programming including hot breakfast program, homework help and at some locations provide transportation to schools	265 registered in before and after school programs	135 across 5 locations
After school	Licensed after school care programs are designed specifically for our members and community. Programs will offer a blend of physical recreation, cultural, nutritional with environmental awareness, self-esteem building and life skill development.	265 registered in before and after school programs	135 across 5 locations
Pre-K nature	Move, Play and Explore! Children are curious, competent and capable learners who need support, encouragement and freedom to learn. Led by our forest and nature facilitator this program is designed to bring children back to nature. Relying on the natural environment to provide children a safe space to explore their interests, make new friends, and learn about the land and nature through various hands on experiences and learning opportunities.	96	10

Program	Description	Current Participation	Waitlist
PD days	Low priced childcare option for SCBGC members during all schools non-school days, spring breaks and fall breaks.	140	Over 250
Summer Camps	This program is designed to provide all children with a summer that they will never forget. These programs are designed to create memories, provide once in a life time experiences all while having fun in a safe, encouraging and supportive environment. This program has recreation, nutrition, adventure and field trip options.	920	Over 200
Youth programs	Free drop in program for all youth ages 12-21. These programs will offer youth opportunities to make new friends, participate in new exciting programs, create first time memories all while participating in programs developed by youth, for youth. Youth program gives our community the opportunity participate in drop in programs, employment services options, leadership and mentorship training with the platform to practice these principles of the mentoring and leadership on a daily basis in other SCBGC programs.	15	N/A

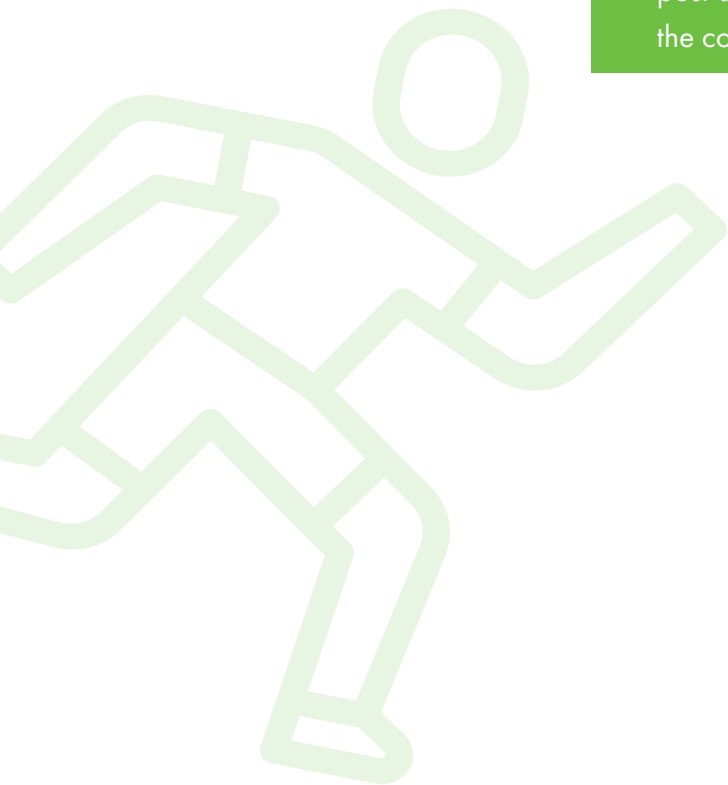
Program	Description	Current Participation	Waitlist
Sport programs	Developmental sports program are designed to support families with low priced organized sports options. The focus of this program is to provide children and youth who want to play a place to learn a place to develop skills, make new friends without the fear of competition.	250	Multiple schools throughout the County have requested programming.
Girls night	The girls empowerment program is designed to builds self-esteem, grow confidence while giving all girls a program to support healthy relationships, make new friends and participate in new and exciting programs that are specific to girls and their growing needs.	20	N/A
Food Programs	The healthy active nutrition program is designed to teach children and youth how to cook and bake healthy, safe food options to make at home. This program focuses on proper food preparation, basics cooking and knife skills and kitchen safety. Participants will develop and learn new recipes on a weekly basis.	20	N/A

Program	Description	Current Participation	Waitlist
Art night	The art program is an art and crafts-based program that will use their imagination and creativity. Members will develop new skills and techniques to make their own creations weekly with the guidance from a skilled safe member.	20	N/A

Current Partners

As a non for profit organization partner relationships are integral in service and program delivery and assisting the Boys and Girls Club of Strathcona County in accomplishing their goals. In addition to partnerships with several local business, the organizations maintain strong partner relationships with Strathcona County Council, Strathcona County Family and Community Services, Robin Hood, Parent Link, SAFFRON, Elk Island Public and Catholic School Divisions, and Strathcona Youth Justice.

It is important to note that many SCBGC staff are local youth; post-secondary students applying their knowledge and passion in the communities in which they live and grew up in.



Boys and Girls Club of Canada

The Boys and Girls Club of Canada was founded in 1929 as the umbrella charity that supports over 200,000 children and youth, and 700 local Boys and Girls Clubs across Canada, with locations in all provinces and territories except Northwest Territories and Nunavut. The organizations mission is to "... provide safe, supportive places where children and youth can experience new opportunities, overcome barriers, build positive relationships, and develop confidence and skills for life." Leading to a vision of "...all children and youth discover and achieve their dreams and grow up to be healthy, successful, and active participants in society."

In 2019 the Boys and Girls Clubs of Canada granted \$7.1 million for specific programs to clubs¹, an increase from \$6.2 million in 2018². Additionally, in 2018 the organization spent \$4.2 million on national programs, \$2.5 million on Club support, and \$182,000 on scholarships. An increase in federal funding in 2019 allowed for the creation of three new national programs³:

1. Let's Talk Digital – collaboration with the Samara Centre for Democracy that engages youth in digital, media, and civic literacy
2. Creating Connections – establishes safe spaces for teens to talk and learn about substance use, addiction, and mental health
3. Great Futures Savings Program – raises awareness and promotes the Canada Learning Bond.

Key strategic partners for the Boys and Girls Club of Canada include the Boys and Girls Clubs of Canada Foundation, Gap Inc., President's Choice Children's Charity, Royal Bank of Canada and the Government of Canada.

Structured leisure programs are considered critical for healthy childhood development and participation conveys not only benefits to the child, but their families and communities as well. The benefits from the programs and services offered by the Boys and Girls Club of Canada are centered around four key areas: after school, crime prevention, youth employment, and mental health. Often the child and youth served by Boys and Girls Club programming are from vulnerable communities. Over half of the children served Canada wide live in single parent families, 18 per cent are Indigenous, 14 per cent are newcomers, 18 per cent have special needs, 4 per cent live in foster care and 3 per cent have interacted with the justice system⁴.

By participating in these programs, children and youth have the opportunity to expand their social networks within the community in a positive manner. It is believed that youth who gain the exposure and experience in building social relationships outside of their family unit are likely to become physically and emotionally healthy adults, involved in a variety of caring relationships, self-sufficient and independent, and actively engaged in society.

History of Boys and Girls Club in Canada

In 1900, a group of concerned local citizens in Saint John, New Brunswick set up a "public playground movement" to provide a safe place for children to play, in particular boys from disadvantaged circumstances who had no place to go after school. Originally established as the "Every Day Club," it was later named The East End Boys Club of Saint John, the first "Boys Club" in Canada.

In 1929, the Boys' Club Federation of Canada was officially established by Vernon McAdam, the first National Executive Director. In 1947, the organization was renamed Boys' Clubs of Canada, and a year later was recognized by Parliament of Canada as a national, non-profit organization. In 1974, to reflect the growing number of young girls participating in Club programs, the organization changed its name to the Boys and Girls Clubs of Canada.

Source: <https://www.bgccan.com/en/who-we-are/history-foundation/>

¹ <https://www.bgccan.com/index.php?securefile=2020/05/2019-BGCC-EN-Financials.pdf>

² <https://www.bgccan.com/index.php?securefile=2019/05/BGCC-Annual-Report-2018.pdf>

³ <https://www.bgccan.com/wp-content/uploads/sites/3/2020/05/2019-English-AnnualReport-FINAL-LR.pdf>

⁴ <https://www.bgccan.com/index.php?securefile=2018/05/After-School-The-Time-of-a-Childs-Life-2018.pdf>

Current Facilities

For the last 12 years, the SCBGC has occupied 2,332 square feet which is leased from the Robin Hood Association in the Child and Youth Care Center in Sherwood Park. It is licensed for 60 Out of School Care spaces. These spaces are occupied by a combination of full and part time children in the main facility with an additional 20 children waitlist. In addition, they operate out of four schools using allocated leased space. These locations and capacities are:

School	Capacity	Unmet demand
Madonna Elementary School	Capacity 40 children	Current Waitlist 15 children
Davidson Creek Elementary School	Capacity 80 children	Current Waitlist 60 children
Woodbridge Elementary School	Capacity 60 children	Current Waitlist 5 children
Holy Redeemer (Ardrossan) School	Capacity 40 children	Current Waitlist 30 children

On non-school days (PD days, Fall and Spring Break) there is limited access to these school locations. This creates a major issue as the SCBGC serves approximately 280 children per day throughout these locations. Of these 280 children approximately 150 also use non-school day services. The main facility space is not a viable option to accommodate that number of children, as a result not every child who wants to take part in programming is able to. The Summer Day Care and Summer Camps operate at the main facility serving a total of 870 children throughout the two months.

At the main facility there are two portable classrooms that are used for all programming, access to a kitchen, conference room and small gym on a very limited basis and two offices that accommodate 10 full time and 41 part time staff.

As of August 2020, the SCBGC is also acquiring another dedicated facility to support its program goals. The new space will alleviate some of the programming capacity issues it currently faces and is seen as a short term facility solution. The new facility will allow the SCBGC to expand current programs as well as test new ones and is secured for three years.

The Issue

The Boys and Girls Club of Strathcona County have identified the following issues related to their facility, and the limitations to programming and services:

- The SCBGC is unable to accommodate current requests for service.
- The SCBGC currently has no space to dedicate to programs for youth, such as youth drop-in or technology space for such programs as Rogers Raising the Grade or any new programming for children and families (note that the new facility will accommodate some of this need).
- The SCBGC is unable to expand either the volume or scope of services despite needs which emerge or program funding which may become available.

- Staff do not have enough office space, which are also lacking in privacy for conversations with children, parents or staff.
- Shared space (which includes Robin Hood and Parent Link) including the gym and kitchen accessible to the SCBGC are only available on a limited basis which significantly impacts programs.

As waitlists continue to grow at each of the locations every month. The SCBGC is operating at maximum licensed capacity based on current space and cannot meet these requests. The summer programs fill within weeks of opening registration and often are exceeding 20-30 children per week on the waitlist. The current lease is a two-year term at the Children and Youth Centre and year by year at the four school locations with no guarantees on how long the space will be available; the lease at the new facility space is for three years.

Throughout the County inadequate youth space and programming is an issue. Within the Youth Needs Assessment⁵, lightly supervised youth space was identified as a key need for County youth.

The Solution

In order to better prepare the SCBGC to meet community needs now and into the future, the SCBGC would like to pursue the development of a dedicated facility, one that is purposefully designed and one that is owned and operated by the SCBGC.

The proposed new facility and location, outlined in the following study, would have a large dedicated youth space to address this dearth in the community, and would continue to be supported by the “satellite” locations throughout the County. It would also integrate the SCBGCs existing and recently acquired dedicated spaces (both of which the SCBGC is accustomed to paying for on a monthly basis).

The intent of the organization and the new facility is to provide quality programs to as many children and youth in our community as possible. The new SCBGC facility would create many new possibilities for children, youth and their families in this community. Potential programming and services include drop in recreation programs, dance classes, home-work programs, central youth hub, a youth run café, family resources, and affordable childcare.

⁵ https://www.strathcona.ca/files/tcs_-_youth_needs_and_assets_assessment_final_report.pdf



About the SCBGC's Existing Partners



The Boys and Girls Club of Strathcona County Needs Assessment began with a review of a series of related school division, municipal, provincial and federal documents, including policies, frameworks and reports, which will influence and shape the future decisions related to the organizations facility needs. The review of these policies positions the SCBGC’s operations and its proposed project into regional context, and within the provincial and national trends for the future directions of youth services and leisure and support programming. Demonstrating alignment with key partners is vital as each will need to justify any contributions to the project that might be made

Strathcona County Document Review

The following chart is a summary of the relevance of local Strathcona County planning documents, which have informed the research and have influenced the creation of this assessment.

	Relevance and Influence
Strathcona County Strategic Plan 2013 – 2030	<ul style="list-style-type: none">• Explains the importance of strong communities, with engaged and active citizens of all ages.• Outlines the importance to the community to provide facilities and services that are available and accessible to residents• Recommends and supports the use of partnerships to delivery services and programming.
Strathcona County Youth Needs Assessment	<ul style="list-style-type: none">• Portrays the current state of youth needs within Strathcona County, as well as the viewpoints of parents and community members.• Outlines specific recommendations to best serve youth.• Recommends a community lead collaborative approach to youth services, which aligns with the mandate and operational approach of Boys and Girls Club.

	Relevance and Influence
Strathcona County Social Framework	<ul style="list-style-type: none"> • Provides direction for backbone support to build relationships through the identification of shared priorities and community goals. • Promotes a shift in thinking towards greater collaboration • Outlines the need for infrastructure and programming to contribute to a safer community for youth and provide spaces where they can become connected and engaged with their community.
Strathcona County Recreation and Culture Strategy	<ul style="list-style-type: none"> • Portrays the current state of recreation and culture amenities (facilities, programming and services) within Strathcona County. • Explains the importance and benefits of recreation and culture to the community. • Outlines specific focus areas which provide strategic direction for the Boys and Girls Club.
Center in the Park Area Redevelopment Plan	<ul style="list-style-type: none"> • Describes the land use concept for the core of Sherwood Park. • Provides a strategic framework to manage growth and support a healthy community.

More detail on the alignment of these documents can be found in the appendix.

Elk Island Catholic Schools Document Review

Relevance & Influence

- Portrays the current state of Elk Island Catholic Schools infrastructure and capital planning.
- Outlines the priorities and guiding principles which direct the education and support of students.

Elk Island Catholic Schools (EICS) serves over 7,300 students in the communities of Camrose, Fort Saskatchewan, Sherwood Park, Strathcona County and Vegreville; with 8 schools in Sherwood Park and 2 schools in rural Strathcona County. The guiding principle of the EICS is the belief that "...every student is a blessing from

God and this guiding principle permeates everything we do to ensure the best learning experience possible for all students.". The Divisions mission is to "...to develop educational opportunities within the context of Gospel values."

The priorities of the EICS include:

- Choice in publicly funded education
- Valuing locally elected trusteeship
- Funding for infrastructure and modernizations
- Continue funding for new students

Elk Island Catholic Schools Division Assurance Plan (2018/2019 – 2021/2022)

The Division Assurance Plan sets out a set of priorities and strategies to ensure success for all students in their schools. The Plan outlines four strategy goals: faith formation; quality teaching and learning; wellness; engagement and improvement.

The desired outcomes of the plan include:

- Provide students, staff and community with a faith permeated environment and enhance the Faith Formation of all staff and students
- Provide appropriate supports to ensure success for all students
- Provide students, staff and community with a safe and caring environment
- Provide partners with the opportunity to contribute to student success

Detailed strategies to achieved the desired outcome and performance metrics for each goal are provided within the plan.

Elk Island Catholic Schools Capital Requirements

The document outlines the two capital project priorities for the School Division.

Priority 1: Camrose Catholic High School (New Build, Grade 9 -12)

The outline identifies the need of a new school to accommodate growth by the 2022 school year. The proposed facility would have a capacity of 600 students, and the location is yet to be determined within the City of Camrose. Estimated construction cost \$19,226,317.

Priority 2: Our Lady of Angels Catholic School (New Build, Grade K-8)

A new build is requested to replace an existing school, following a reconfiguration that required modifications to the existing school to meet programming needs. The school would be located in the Southfort area of Fort Saskatchewan. Estimated construction cost \$21,000,766.

Elk Island Public Schools Document Review

Relevance & Influence

- Portrays the current state of Elk Island Public Schools infrastructure and capital planning.
- Highlights the importance of providing high quality, engaging, safe environments for children and youth to learn and thrive.
- Outlines specific priorities including enhancing public education through effective engagement, partnerships and communication.

Elk Island Public Schools (EIPS) is the sixth-largest school division in Alberta, serving approximately 17,400 students from kindergarten to Grade 12 in 43 schools located in Sherwood Park, the City of Fort Saskatchewan, the Town of Vegreville, Strathcona County, Lamont County and the western portion of the County of Minburn. As of Sept. 30, 2019, the Division employs 1,556 people including 938 teachers and 618 non-teaching staff.

EIPS' mission is to provide high-quality student-centred education that builds strong, healthy communities.

Elk Island Public Schools Combined Education Plan and Annual Education Results Report

The annual combined results report outlines the progress of the school board in developing students to achieve their best outcomes.

The plan outlines specific priorities that align with the goals, best practices and planning principles of the EIPS:

Priority 1: Promote growth and success for all students.

Goal 1: Excellent Start to Learning

Goal 2: Success for Every Student

Goal 3: Success Beyond High School

Priority 2: Enhance high-quality learning and working environments.

Goal 1: A Focus on Well-Being Including Student Citizenship and Staff Engagement

Goal 2: Quality Infrastructure for All

Goal 3: Build Capacity

Priority 3: Enhance public education through effective engagement, partnerships and communication.

Goal 1: Parents as Partners

Goal 2: Supports and Services for Students and Families

Goal 3: Engaged and Effective Governance

Elk Island Public Schools 3 Year Capital Plan 2021- 2024

Each year Elk Island Public Schools updates their capital and facility plans. Elk Island Public Schools (EIPS) 2021-24 Three-Year Capital Plan identifies the Division's highest capital priorities for two project categories:

- New School Construction and Replacement
- School Building Modernization and Major Additions

The desired outcomes of the plan include:

- Ensure the Division has sufficient infrastructure to offer high-quality learning environments for all students that are geographically located to serve regional demographics.
- Support asset-management plans for all buildings.
- Ensure sufficient space is available for partnerships and community supports.
- Be consistent with a sustainable transportation system designed to serve the Division's needs.
- Demonstrate a commitment to upkeep and maintain infrastructure needs beyond 2024.
- Support financial efficiencies to ensure Division funds are directed to the areas that provide benefits for the most students.

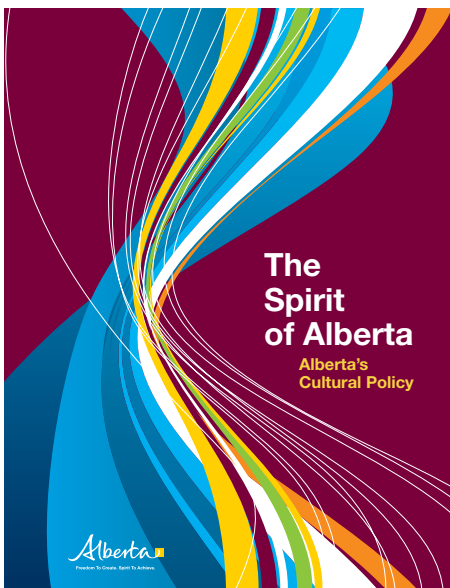
Current Capital Projects (Ongoing and Completed)

- 1. Wye Elementary (Sherwood Park – Ongoing Replacement School)
The Wye Elementary replacement school, renamed Heritage Hills Elementary, is relocating to the Heritage Hills area of Sherwood Park and is scheduled to open in September 2020. The replacement school will accommodate 650 students and its construction cost is approximately \$20 million.
- 2. Davidson Creek Elementary (Sherwood Park – Completed)
Davidson Creek Elementary is a new K-6 school that opened in September 2018. The school has a student capacity of 600 and serves a portion of the urban service area of Sherwood Park. The opening of Davidson Creek Elementary has brought high-quality learning environments closer to many families.
- 3. Ardrossan Elementary (Strathcona County – Completed)
The Ardrossan Elementary replacement school opened to students in September 2018. The school has a student capacity of 650 and is expandable to 700. The school is located beside the old Ardrossan Elementary school, which has since been reclaimed as a landscape area.

- 4. SouthPointe School (Fort Saskatchewan - Completed)
SouthPointe School celebrated a successful grand opening in September 2017. The opening marked the arrival of the first new school in Fort Saskatchewan in 35 years. SouthPointe opened with a student capacity of 556 and expandable to 800. In 2019, the Division utilized reserves to relocate three modular classrooms from Mundare School to SouthPointe School. The Division also worked collaboratively with Alberta Education to develop the 2020-21 Modular Classroom Plan, which outlines the Division's modular classroom requirements. EIPS has also identified a variety of other capital projects, including investment at the Sherwood Heights Junior High site and associated value scoping, and is awaiting funding approval.

Provincial and National Document Review

It is also important to relate how this project aligns with broader provincial or national strategies and frameworks, explaining the broad impact and benefit it can offer and possibly attract attention and investment from outside the County.



Spirit of Alberta (2008)

Relevance & Alignment

- Aligns with Boys and Girls Club focus on equitable access to leisure services and experiences.
- Supports the belief that access to cultural experiences creates community connectivity.

Launched in January 2008, this policy provides a framework for decision-making related to the support, growth and development of culture. Based on extensive research and public consultation, the Spirit of Alberta policy reflects the broad view of Albertan culture, encompassing the arts, our heritage, natural landscapes and recreation. The policy is focused around four keystones: access; capacity; excellence; and growth of cultural industries.

Recreation, active living and sport are integral to the culture of Alberta. As the Spirit of Alberta: Alberta's Cultural Policy states, recreation and sport are included in our definition of Alberta's culture and: "...culture is the glue that connects us as individuals to our communities, fostering unity, civility and a sense of belonging, pride and caring for our fellow citizens."

Active Alberta (2011 – 2021)

Relevance & Alignment

- Provides rationale for the public provision of recreation for the social benefit of residents.
- References the need for partners from various sectors in the recreation delivery system, along with the ability of partners work in a supported, coordinated manner.

Recreation, active living and sport are vitally important to Albertans. Research clearly points to the importance of active lifestyles to the physical, social and emotional health and well-being of individuals and their communities. The Government of Alberta's Active Alberta Policy (2011 – 2021) is the overarching policy document that is intended to guide the delivery of recreational, active living and sport opportunities in the province.

This resource outlines a 10-year policy to refocus government initiatives, challenge partners, and encourage Albertans to become more active. Active Alberta, sets out a vision for recreation, active living and sport: Albertans enjoy a high quality of life, improved health and wellness, strong communities, economic benefits and personal fulfillment, through recreation, active living and sport.

The Policy identifies that:

"Recreation, active living and sport are vitally important to Albertans. The activities they choose for enjoyment, where they live and take vacations, what they teach their children, and who they select as their heroes all demonstrate how important the sector is to the lives of Albertans."

Core to the policy document is the identification of six core outcomes which reflect the intended objectives of the policy:

- Active Albertans: More Albertans are more active, more often.
- Active Communities: Alberta communities are more active, creative, safe and inclusive.
- Active Outdoors: Albertans are connected to nature and able to explore the outdoors.
- Active Engagement: Albertans are engaged in activity and in their communities.
- Active Coordinated System: All partners involved in providing recreation, active living and sport opportunities to Albertans work together in a coordinated system.
- Active Pursuit of Excellence: Albertans have opportunities to achieve athletic excellence.



2019 – 2029

Alberta Sport Action Plan



Alberta Sport Action Plan 2019-2029

Relevance & Alignment

- Outlines the provincial alignment with the Canada Sport Policy, and importance of fostering lifelong participation.
- Describes the importance of partnerships and coordinated delivery efforts.

This long-term action plan was developed to better align Alberta's sport sector approach to developing sport in the province. It challenges all partners to devise creative solutions, promote sport, build capacity and remain fully accountable. It is a guide for all provincial sport stakeholders to help collectively refine and improve future programs and services and contribute to quality of life for all Albertans.

The plan focuses on building collaboration and coordination within the sports sector, to strive for more effective implementation of initiatives and broader development support for organizations. The objective is to meet the stated vision of: "Alberta is the national leader in sport with a coordinated and adaptive system, which promotes excellence and fosters opportunities for lifelong participation for all Albertans."

Three key areas of the plan include:

1. Sport delivery
2. Coordinated efforts and activities
3. Sport support

The Plan also supports and fulfills Alberta's commitment to the Canadian Sport Policy, indicating how national goals and objectives can be implemented in Alberta.

Alberta Social Policy Framework (2013)

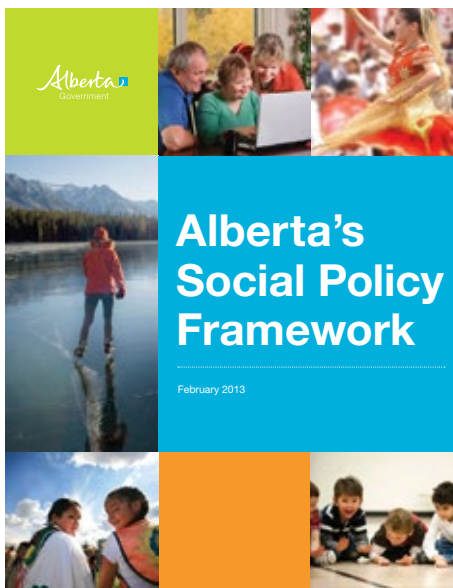
Relevance & Alignment

- Describes the provincial framework for creating social policy and establishing partnerships for service delivery.

Alberta's Social Policy Framework adopted in 2013 is a vision creating social policy that best defines who Albertans are as people and communities, and reflects the aspirations for a province that offers all Albertans the opportunity to reach their potential and to benefit from the highest possible quality of life. It aims to set a standard for public participation in decision making and policy making.

Alberta's Social Policy Framework has three main goals:

1. To clarify what we, as Albertans, are trying to achieve, how we are going to get there, and what the roles and responsibilities of the different actors and participants should be.



2. To coordinate activities within and between government departments, to harmonize work between government and other stakeholders, and to ensure that there is policy alignment and consistency.
3. To influence and guide our work of improving the lives of Albertans, providing overall direction to our planning and decision making.

Alberta Child Care Licensing Regulation (2019)

Relevance & Alignment

- Outlines the provincial regulations for child care.
- Describes the spaces, amenities and training required for child care programs.

Parents have a number of options when selecting child care for their family in Alberta; these options range from day care, pre-school, and out-of-school care programs where care is provided in a larger group setting, to group family child care and family day homes where there are fewer children cared for in a home setting.

Alberta's licensed child care programs must meet the requirements laid out in the Child Care Licensing Act and the Child Care Licensing Regulation (2019). These rules and standards make sure children's health and safety needs are being met.

A Framework for Recreation in Canada: Pathways to Wellbeing (2015)

Relevance & Alignment

- Overviews a renewed vision of recreation in Canada, with common values and principles for service delivery.
- Provides an outcome based and evidence driven framework for creating healthy, active communities and supporting wellbeing of citizens.

The framework presents a renewed vision for recreation to address lifestyle concerns, such as increases in sedentary living and obesity, decreased contact with nature, and inequities that limit recreation opportunities for some population groups, and how recreation can support the general wellbeing of Canadians and their communities.

The plan offers a new definition for recreation activities in Canada. The plan provides a new vision, and suggests some common ways of thinking about the renewal of recreation, based on clear goals and underlying values and principles.

A Framework for Recreation in Canada 2015 Pathways to Wellbeing

A Joint Initiative of the Interprovincial Sport and Recreation Council
and the Canadian Parks and Recreation Association



Definition of Recreation

Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing.

The framework identifies five goals for collective action to support recreation in Canada:

1. Active Living: Foster active living through physical recreation.
2. Inclusion and Access: Increase inclusion and access to recreation for populations that face constraints to participation.
3. Connecting People and Nature: Help people connect to nature through recreation.
4. Supportive Environments: Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities.
5. Recreation Capacity: Ensure the continued growth and sustainability of the recreation field.

Canada Sport Policy

Relevance & Alignment

- Provides a framework to guide delivery of the Boys and Girls Club sport programming.
- Explains the importance of a sport system that is accessible, inclusive and responsive to shifting societal demands.



First adopted in 2002, the aim of the renewed Canada Sport Policy the period 2012-2022 is to set a direction for all levels of governments, institutions and organizations that are committed to realizing the positive impacts of sport on individuals, communities and society within Canada and on the world stage. The Policy with five stated goals is designed to be roadmap that provides direction and shares desired outcomes with relevant stakeholders. It sought to provide flexibility for provincial and municipal governments and NGOs to contribute to goals consistent with their mandates and jurisdictions. The Policy will be implemented by complementary action plans, which would be developed by governments individually and collectively, bi-laterally and multi-laterally, and by non-government organizations (NGOs) in the sport and related sectors.

The Canada Sport Policy 2012 fully integrates the framework of Sport for Life – Long Term Athlete Development. The Sport for Life’s – Long-Term Athlete Development Framework is written into Canada’s Sport Policy “roadmap,” and concepts such as physical literacy and the Long-Term Athlete Development stage names (e.g. “Learn to Train,” “Train to Compete”) are included throughout the policy to guide the understanding of readers.

Policy on Sport for Persons with a Disability (2006)

Relevance & Alignment

- References the importance of reducing barriers for people with disabilities as related to sport.
- Offers a framework for action to eliminate barriers and engage stakeholders.

The Policy on Sport for Persons with a Disability is mandated to facilitate the full and active participation of persons with a disability in sport, and to contribute to social inclusion through these activities. The policy builds on the commitments made under the Canadian Sport Policy and the Physical Activity and Sport Act to foster the participation in sport of under-represented groups.

“Sport for persons with a disability” refers to sport activities at all levels and in all forms of participation for persons with a disability. It includes athletes and participants with a disability who pursue competitive or recreational sport.

The Policy on Sport for Persons with a Disability provides a framework for engaging partners and stakeholders to reduce and eventually eliminate sport-specific barriers that may prevent a person with a disability from participating in sport to the extent of their ability and interest.

Actively Engaged: A Policy on Sport for Women and Girls (2009)

Relevance & Alignment

- Explains the importance of reducing barriers for women and girls to participant in sport.

The Actively Engage: A Policy on Sport for Women and Girls was adopted in 2009, replacing the 1986 Sport Canada Policy on Women and Sport. The policy provides strategic direction for promoting and developing a strengthened sport system where women and girls are full, active and valued participants and leaders, experiencing quality sport and equitable support.

Truth and Reconciliation

Relevance & Alignment

- Provides guidance on the importance of creating mechanisms in the delivery of recreation which are supportive and encouraging of relationship building with Indigenous peoples, and support inclusive participation.

Reconciliation Canada is an Indigenous-led organization that envisions a vibrant Canada where all peoples achieve their full potential and shared prosperity through meaningful relationships, values-based dialogue, leadership and action. Several “calls to action” were outlined in the Truth and Reconciliation report commissioned by Reconciliation Canada in 2016. Some of the calls to action are pertinent to the public delivery of recreation services.

Call to Action 66

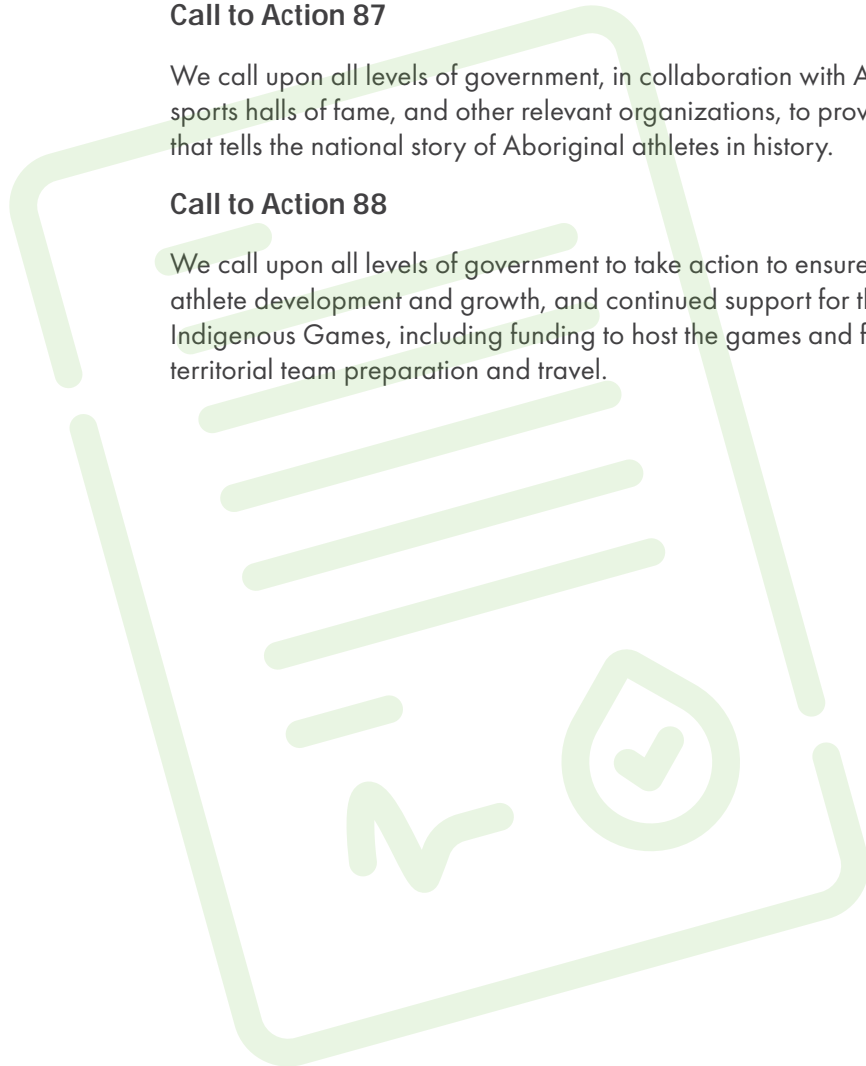
We call upon the federal government to establish multiyear funding for community-based youth organizations to deliver programs on reconciliation.

Call to Action 87

We call upon all levels of government, in collaboration with Aboriginal peoples, sports halls of fame, and other relevant organizations, to provide public education that tells the national story of Aboriginal athletes in history.

Call to Action 88

We call upon all levels of government to take action to ensure long-term Aboriginal athlete development and growth, and continued support for the North American Indigenous Games, including funding to host the games and for provincial and territorial team preparation and travel.





About the Market for SCBGC Services



Strathcona County is a growing, diverse community of just over 98,000 residents. The population has nearly doubled since 1989. The County encompasses 1,262 square kilometers and is the most populous of six 'Specialized Municipalities'⁶ within the province. Effective as of 1996, Strathcona County's 'Specialized Municipality' status is both a point of pride in the community and a recognition by the Government of Alberta of the County's unique blend of landscapes, industries, and urban and rural population bases. This unique status enables the County to provide adaptable, transparent, and context specific governance to both its urban and rural residents, with its urban area governed and serviced similar to that of a city and its rural areas similar to that of a municipal district.

The County is comprised of Sherwood Park, a large urban service area with a population of 71,332, and eight rural hamlets: Antler Lake, Ardrossan, Collingwood Cove, Half Moon Lake, Hastings Lake, Josephburg, North Cooking Lake, and South Cooking Lake. Nearly 27,049 residents of the County call these hamlets and other rural population areas home. It has been projected that the County population may exceed 130,000 by 2036.

Today, the County's economy is characterized by the petrochemical industry, agriculture, manufacturing, construction, logistics, small businesses, and diverse services needed to support the growing population. The County, situated within Alberta's Industrial Heartland, which is home to 75% of all petrochemical refining in Canada. The petrochemical sector provides a critical base for the County's economy.

The County is well-connected to other population centres in the province via major transportation corridors, including the Trans-Canada/Yellowhead Highway, Queen Elizabeth Highway, Anthony Henday Ring Road, the Edmonton International Airport and the CP/CN railway lines. The County also maintains over 1,300 km of rural and 400 km of urban roadways, ensuring excellent accessibility for residents and visitors. The County shares a long common border with the City of Edmonton, with downtown Edmonton approximately a 25-minute drive from Sherwood Park.

Strathcona County is an active participant on regional governing bodies, serving as a critical voice on the Edmonton Metropolitan Region Board (EMRB). The EMRB is a collaboration of 12 municipalities and districts seeking to coordinate growth and development within the greater Edmonton region.

Population Review

The total population in 2018 Strathcona County Census⁷ was 98,381 in 2018. In 2015, there were 95,597 people and 92,403 people resided in the County in 2012. There has been an increase of 2,784 people in Strathcona County since the 2015 census, which is a growth of 2.9% over 3 years.

⁶Specialized municipalities are unique municipal structures that can be formed without resorting to special Acts of the Legislature. Often, specialized municipalities allow urban and rural communities to coexist in a single municipal government.

⁷ <https://www.strathcona.ca/files/files/11s-2018-municipalcensusreport.pdf>

The total population in Strathcona County according to the 2016 Canadian Census⁸ 98,044. In 2011 there was 92,490, which is a growth of 6% between 2011 and 2016. The chart below summarizes key demographic characteristics of the County from the 2016 Canadian Census with comparison to the provincial average for context.

Characteristic	Strathcona County	Comparison to Provincial Average
Overall Growth (2011-2016)	6.0%	Lower than provincial average (11.6%)
Gender Distribution	50.4% female/49.6% male	Slightly more female (50.1% male, 49.9% female)
Average Age	39.2 years	Older than provincial average (37.8)
Population Aged 0 - 14	18.9%	Slightly higher than province (16.6%)
Immigrant Status	10%	Significantly lower than province (21.9%)
Household Size	2.7 average members per household	Slightly higher than provincial average (2.6 members per household)
Household Income	\$104,689 median after tax income	Significantly higher than provincial average (\$80,300 median after tax income)

About the County's unique mix of Urban and Rural residents...

According to the 2018 Strathcona County Census the population in urban areas has increased by 2,550 people, which is a 3.7% increase from 2015. There are now 71,332 people living within the Urban Service Area as of 2018.

Between 2015 and 2018, the population in the Rural Service Area has increased by 234 people, which is a 0.9% increase since 2015. The 2018 rural population total is now 27,049.

About the County's Children and Youth population...

The following chart⁹ presents a breakdown of children and youth population and percentage of the total population in 2018 Strathcona County Census. In total there are 22,533 residents of Strathcona County under the age of 19, or 23% of the total population. Since Boys and Girls Club programming begins at the age of 3, the first age group of 0 – 4 years old was included.

⁸ <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/Page.cfm?Lang=E&Geo1=CSD&Code1=4811052&Geo2=&Code2=&SearchText=Dowling&SearchType=Begins&SearchPR=01&B1=All&type=0>

⁹ <https://www.strathcona.ca/files/files/11s-2018-municipalcensusreport.pdf>

	Total Strathcona County		Urban Service Area		Rural Service Area	
Age Groups	N	%	N	%	N	%
0 - 4	3,977	4.4%	3,076	4.7%	901	3.6%
5 - 9	5,732	6.3%	4,235	6.5%	1,497	5.9%
10 - 14	6,371	7.0%	4,535	6.9%	1,835	7.3%
15 -19	6,453	7.1%	4,526	6.9%	1,927	7.6%

The 2016 Census found that there were 25,205 residents of Strathcona County under the age of 19, with a relatively equal distribution between male and female. Youth and children under the age of 14 account for 19% of the population in 2016, which is higher than provincial average (16.6%).

The following chart displays the Urban Service Area youth population by age and gender. Within the Urban Service Area of Strathcona County 16,292 residents under the age of 19 reside. There is a slightly higher proportion of males to females.

	Urban Service Area		Males		Females	
Age Groups	N	%	N	%	N	%
0 - 4	3,068	4.7%	1,511	4.7%	1,557	4.7%
5 - 9	4,220	6.5%	2,114	6.6%	2,106	6.3%
10 - 14	4,512	6.9%	2,273	7.1%	2,239	6.7%
15 -19	4,492	6.9%	2,349	7.3%	2,143	6.4%

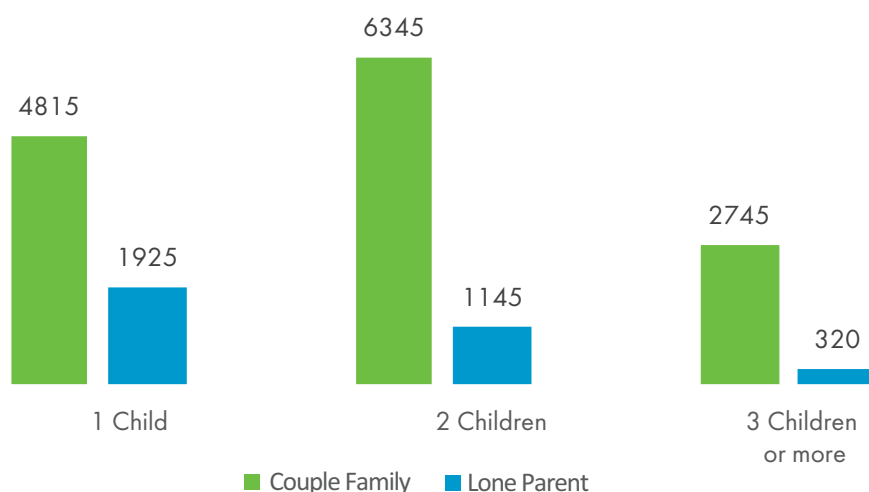
The following chart displays the Rural Service Area youth population by age and gender. Within the Rural Service Area of Strathcona County 6,241 residents under the age of 19 reside. The distribution of males to females is equal.

	Rural Service Area		Males		Females	
Age Groups	N	%	N	%	N	%
0 - 4	891	3.5%	468	3.6%	423	3.5%
5 - 9	1,494	5.9%	781	6.0%	713	5.8%
10 - 14	1,831	7.3%	920	7.1%	911	7.4%
15 -19	1,919	7.6%	984	7.6%	935	7.6%

Census families made up of 2 persons grew by 10% from 2011-2016 and 3 person families grew by 7% during that time period. The chart below illustrates the couple and lone parent families living in Strathcona County in 2016, of those 12.8% of lone-parent families are considered low income earners versus only 2.8% of couple families with children are considered low income.

Youth from low income households face increased barriers to participation (Aspen Institute, 2018). Current economic challenges in Alberta may trigger a decline in youth participation in recreation and leisure activities/programming due to parenteral loss of deposable income for leisure pursuits. This would in turn create more demand for low cost or free programming for children and youth.

Total Number of Children in Census Families



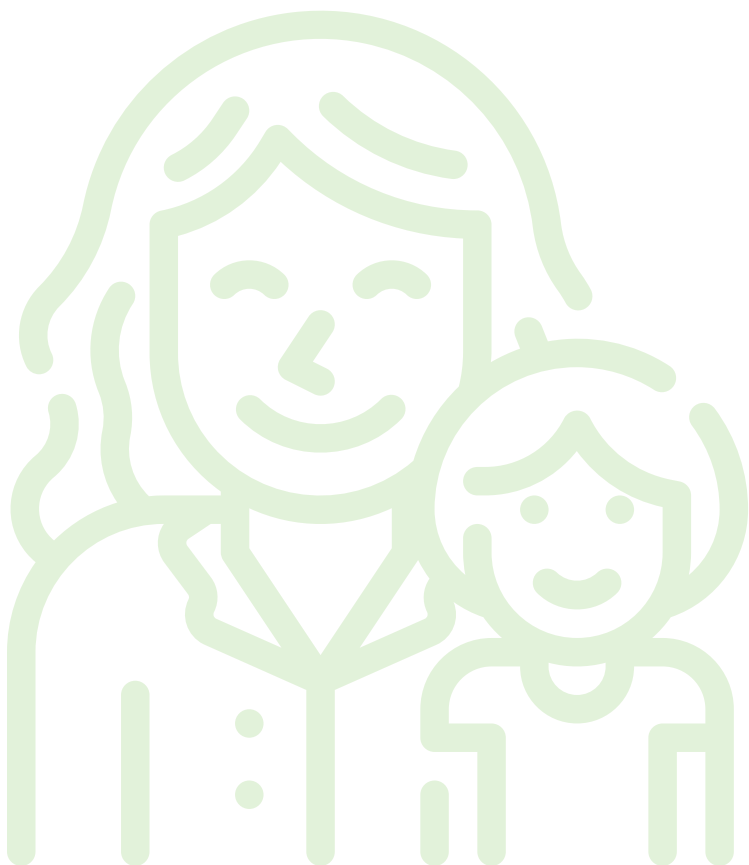
Other County and Regional Youth Programs Services

The following table outlines other similar, but not directly competing, children and youth program providers in the County. Due to the non-profit nature of the SCBGC and its strategic focus areas, it is a unique service provider in the County with no "direct" competitors.

Service Provider	Location	Programming Description
Strathcona County Big Brothers, Big Sisters	Sherwood Park	<ul style="list-style-type: none"> Matches boys and girls, ages 6-16, with adults for one to one community-based mentoring. Provides in-school mentoring at select schools.

Service Provider	Location	Programming Description
Boys & Girls Clubs Big Brothers Big Sisters of Edmonton Area	Edmonton Region	<ul style="list-style-type: none"> Offers mentoring, after school programs, employment supports, and various recreation and sport programs for youth in the Edmonton region.
Strathcona County	Strathcona County	<ul style="list-style-type: none"> Various recreation programming and support services.
Addiction Services Youth Counselling	Sherwood Park	<ul style="list-style-type: none"> Offers counselling and support for youth who are involved with, or impacted by someone using drugs, alcohol, and/or gambling abuse or addiction.
RCMP Sherwood Park	Sherwood Park	<ul style="list-style-type: none"> Coordinates the DARE and School Resource Officer programs. Gives a variety of presentations (drug and alcohol awareness, bullying and promoting the RCMP as a career).
Strathcona County Library	Sherwood Park (County bookmobile)	<ul style="list-style-type: none"> Free workshops, wi-fi, computers and career development workshops.
Robin Hood Association	Sherwood Park	<ul style="list-style-type: none"> Provides services to people with developmental disabilities, including respite, social, recreational and vocational opportunities.
Strathcona County Family and Community Services	Sherwood Park	<ul style="list-style-type: none"> A wide range of programs and services that strive to improve the quality of life for all residents. Counselling Services offers information and provides support to youth and their families. Based on a sliding fee scale. Parent Teen Conflict Resolution offers assistance to youth and their parents who are experiencing conflict. Family School Liaison Workers are available to assist youth in school, and their families, when they are having issues that interfere with learning. Strathcona County Youth Council is a group of volunteer youth who build leadership skills while showing the positive impacts and roles youth can have in the community. Trauma Support offers long term support for children who have witnessed/experience domestic violence or have mental health issues. Youth Outreach provides support, connections to resources, advocacy and follow-up. Youth Mentoring matches youth 16-19 years old with an adult role model for mentorship and exploring career options.
Terra Centre	Edmonton	<ul style="list-style-type: none"> Support programs and services for pregnant teens, teen moms, dads and their children.
Parents Empowering Parents Society	Edmonton Area (Sherwood Park Office)	<ul style="list-style-type: none"> U-turn for Youth supports youth and young adults involved in substance use to explore their situations through casual discussion and education in a no-pressure environment.
Elk Island Catholic Schools Education Centre	Sherwood Park	<ul style="list-style-type: none"> Catholic education community, committed to developing education opportunities where students' gifts and talents are celebrated through lifelong spiritual and personal experiences.

Service Provider	Location	Programming Description
Next Step (Elk Island Public Schools)	Sherwood Park, Fort Saskatchewan, and Vegreville	<ul style="list-style-type: none"> • Next Step is a supportive, alternative junior and senior high school for students who require a non-traditional, individualized program. Located in community-based sites in Sherwood Park, Fort Saskatchewan, and Vegreville.
Strathcona County Wilderness Centre	Strathcona County	<ul style="list-style-type: none"> • Summer day camps, hiking, cross-country skiing, snowshoeing and canoeing. • The Junior Leader program provides training and experience in exchange for help running youth programs.
Strathcona County Youth Council	Sherwood Park	<ul style="list-style-type: none"> • Helps youth who live in Strathcona County develop leadership skills and show the positive impacts and roles youth can have in the community. • Mentored and supported by Strathcona County Family and Community Services.





Facility Needs



To assess the facility needs of the Strathcona County Boys and Girls Club, a variety of demand indicators were considered including background documentation, population, current programming use and demand, participation trends, and the condition of the current organizational facilities. Based on these demand indicators, along with stakeholder engagement, this section describes the facility spaces needed by the Strathcona County Boys and Girls Club to operate efficiently and effectively in serving the current and future needs of children and youth in the County.

In order to achieve the stated organizational strategic goals and focus areas and in also meeting the needs of its current partners, the Strathcona County Boys and Girls Club intends to pursue the development of a facility that provides the following functional spaces including meeting rooms, office space, multiuse program rooms, kitchen and gymnasium.

Space	Description	Size
Social heart / canteen / lounge	Lounge / canteen / social space for up to 30 youth Accommodating mildly supervised spontaneous / drop-in activity and socialization	2,000sq. ft
Program rooms	Three large program rooms for up to 60 children dividable into six smaller program / meeting rooms for up to 30 people each Accommodates dry and wet activities (sinks, millwork, etc.) Expected uses include before and afterschool care (3), computer lab (1), nature programming (1) and rental (1)	3,600sq. ft
Offices	Two dedicated office spaces for SCBGC administration	260sq. ft.
Administrative resource rooms	Two large resource rooms to accommodate up to a total of 14 shared workstations / hot desks (7 per room) Shared file storage, printing and other admin supports	1,200sq. ft.
Board room	One board room for up to 20 people	900sq. ft.
Reception area	Secured entry area to accommodate one customer service representative	160sq. ft.
Community kitchen	Commercial kitchen space to enable preparation of food for up to 90 children	1,200sq. ft.
Gymnasium	Multi-purpose gymnasium space comparable to a typical junior high gymnasium Dividable into two separate floor plates to accommodate two types of activity at once (rentals, program or drop-in)	6,200sq. ft.
Support and storage	Washrooms, mechanical, hallways, storage space to support other program areas	5,500sq. ft.
Sub-total		21,020sq. ft.

Space	Description	Size
Potential additional spaces for other partners...		
Office space for other groups	Additional office space for other social agencies or program providers. Possible navigator support spaces (private rooms). *per office	130sq. ft.
Extra floor in gym	Additional gym floor plate (creating a typical high school gymnasium) to accommodate three activities at once.	3,100sq. ft.
Sub-total		3,230sq. ft.

The development of a facility with these programmable spaces would support the current and future needs of the organization and greatly enhance the benefits delivered to the community. The proposed facility would allow for the improvement of existing programs including: youth programs and drop-in; sports programs (recreational); girls night, food and art programs. The facility would establish a stronger community presence for the organization and create greater community value through partnerships with the County and school divisions.

Facility Site Selection

Consideration was given to where the facility should be located within Strathcona County to best serve children and youth and to ensure the facility would be accessible to most. Key criteria that was identified for the site included a central, visible location that is serviced by public transit, and close to schools and complimentary facilities (i.e. recreation centre, park).

Criteria	Ideal State
Central location	Centre in the Park; central to urban Sherwood Park
Access to transit	On an existing bus route and access via trails/active transportation
Proximity to schools	Adjacent to / near a middle or secondary school
Proximity to complimentary facilities or spaces	Adjacent to / near a major recreation facility or park space; adjacent to older adult residences
Exposure to the community	High traffic location exposed to majority of population

The dedicated facility would allow the Strathcona County Boys and Girls Club the ability to expand current programming and service offerings to meet excess demand for children and youth programming throughout the County. In addition to accommodating the 600+ children and youth on currently waitlists, the following describes some of the potential new programming that could be operated within the new facility.

Program	Description
Youth Led Café / Work Experience Programming	This is an in-building employment program that will support youth to hone their employment skills in a supportive setting where staff can help guide staff. This program will allow youth to work at the café, handle money, develop customer service skills, stock shelves and work on a small budget while being able to put on their resume to show work experience.
Community Engagement / Fundraisers	These will be our opportunities to exchange with community members, support partner or community initiatives and provide our community with new exciting events that support our community. Things such as a community haunted house, holiday free dinners, support local held events and sport tournaments.
Club based sports leagues	SCBGC subsidized sports league geared towards families and children who struggle to pay sport league fees or in many cases have never played organized sports. These leagues are not designed to compete with other community sport leagues but are geared to support those first-time athletes.
Community Kitchen	An open industrial style kitchen to support community needs, this kitchen will be available to any community member or user groups that need space support.
Youth Drop In / Summer Opportunities	These programs will provide youth a gently supervised youth space with access to specialized employment service, LGBTQ2S+ and leadership program as well as summer programming options in an environment that feels their own all within a safe, supportive and positive atmosphere.

Including a multi-purpose gymnasium space, similar to those in an educational/ school facility, with the capability to divide into two separate floor plates will provide opportunity to expand sport leagues and to offer spontaneous recreation or free play and community celebrations. The dividable space also allows for the accommodation of two types of activity to be happening at once (i.e. rentals, program or drop-in). The charts below illustrate the potential usage of the gymnasium during both the school year and the summer period, indicating use by the organization, partners, and community.

Gymnasium Availability During Typical School Year

Time	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
6am							
7am							
8am							
9am							
10am							
11am							
12pm							
1pm							
2pm							
3pm							
4pm							
5pm							
6pm							
7pm							
8pm							
9pm							
10pm							
11pm							

Internal Use	Partner / Community Use	Community Use
19 hours / week	45 hours / week	62 (51) hours / week
760 hours / year	1,800 hours / year	2,480 (2,040) hours / year

As can be seen, during the typical school year the SCBGC would use approximately 19 hours per week of gymnasium time, leaving 45 hours per week for daytime partner use and 62 hours per week of prime time community use. Narrowing that down to more desirable prime time (no earlier than 8am and no later than 11pm, 51 hours per week would be available for community use. **In total 1,800 hours of gymnasium use during the day and 2,480 hours of use during evenings and weekends would be available for partner use during the school year.**

Gymnasium Availability During the Summer Months and Holidays

Time	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
6am							
7am							
8am							
9am							
10am							
11am							
12pm							
1pm							
2pm							
3pm							
4pm							
5pm							
6pm							
7pm							
8pm							
9pm							
10pm							
11pm							

Internal Use	Partner / Community Use	Community Use
64 hours / week	n/a	62 hours / week
768 hours / year	n/a	744 hours / year

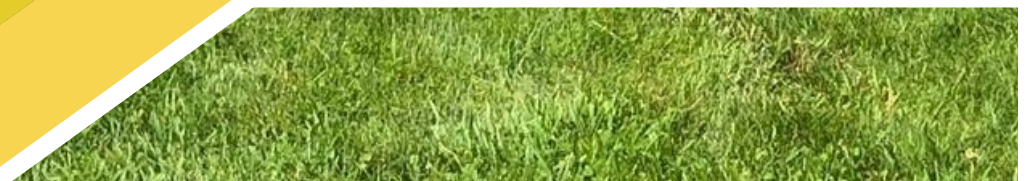
During the summer months and holiday seasons throughout the year, the SCBGC would use approximately 64 hours per week of gymnasium time, leaving 62 hours per week for prime time community use. **In total 744 hours of use during evenings and weekends would be available for partner use during the summertime and holiday seasons.**

The proposed facility and support from Strathcona County, along with the Elk Island Public School Division and the Elk Island Catholic School Division, is recommended based on several key factors:

- The Strathcona County Boys and Girls Club has been actively servicing the needs of the community and providing safe spaces for children to play since 2001; during that period, it has become entrenched within the community and guided by the support by a national organization.
- Currently a strong partnership exists between the SCBGC and the County, as well as with both school divisions. The strategic goals of the organizations are well aligned, along with the overall mission to support the growth and development of children and youth in healthy, positive environments.
- Given the current registration waitlist for various programming, as well as requests from schools throughout the County to operate and/or join sport leagues, there is justification of the need for the space to accommodate expressed community demand and allow for potential new programs and opportunities.
- Demand might increase due to the current challenging economic conditions in which many families are managing a decrease in disposable income and may seek out more affordable child care and activity programming. Additionally there may be demand implications from COVID-19 and the recognition that child care must be treated as an essential service, that is affordable and accessible for everyone similar to public education.
- The gymnasium component of the project provides the most opportunity for mutual benefits to be realized for the residents of Strathcona County, and students of Elk Island Public School Division and the Elk Island Catholic School Division. There could be as much as 1,800 hours of daytime use and 2,480 hours of prime time evening and weekend use available to partners and the community during the school year and more time available during the summer and holiday seasons.
- In order for the new facility to confer the desired benefits to the community, and to support the operation of the organization for the future, the location of the facility and operational control by the SCBGC are key factors.



Stages and Partnership Options



In preparing for an appropriate time horizon for the project, the Strathcona Boys and Girls Club plans to undertake the following short-term steps to advance their organizational goals and meet the demands of the community. Mid to long term objectives for potential partnership agreements follow.

In the short term the organization will continue to maintain tenancy in existing facilities and expand current programming in the new facility space it has acquired through a three-year lease arrangement. This will enable the organization to expand programs and test programs and opportunities into new market areas (e.g. older youth). This will also enable the SCBGC to better address existing demand and continue to expand community reach.

In the mid-long term, partnerships to support development of the facility will be vital to the SCBGC's success. Partnerships enable public funding and expertise to be leveraged with private and non-profit sector resources to ultimately provide enhanced services. In the mid to long term the Strathcona County Boys and Girls Club have explored the following potential partnership options:

1. A SCBGC owned and operated facility on private land
2. A SCBGC owned and operated facility on leased County or school land
3. A partnership owned, SCBGC operated facility on private or leased land
4. A SCBGC operated space as a tenant in an existing or new school or County facility

Based on these options the following requirements from each of the potential partners should be considered.

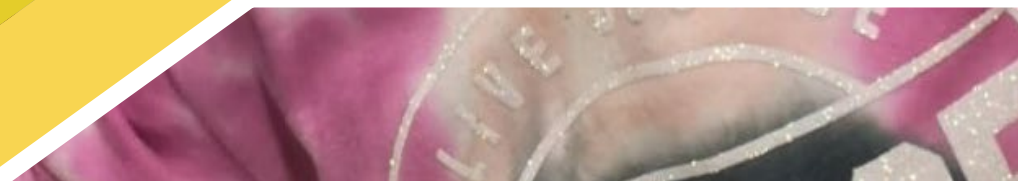
Partner	Requirement
Strathcona County Boys and Girls Club	<ul style="list-style-type: none"> Operational control; priority for space and unencumbered access to space (separate building) Centralized location, with access to transit, proximity to schools and other facilities and spaces, and exposure to the community
Strathcona County	<ul style="list-style-type: none"> Alignment with strategic direction Justification for any investment in land or capital
School Divisions	<ul style="list-style-type: none"> Alignment with strategic direction Adherence to prevailing organizational values and policies (if applicable)

Based on the requirements and options outlined, the ideal partnership model for the SCBGC moving forward with a new facility in the mid-long term would be as follows:

A Boys and Girls Club owned facility on land in Centre in the Park adjacent to a school.



Next Steps



This Needs Assessment provides an overview of the current operating context for the Strathcona County Boys and Girls Club, and provides insight for how it can continue to serve the local community best in the future and function effectively with partnerships. This Needs Assessment has identified the following tangible and intangible community benefits associated with the development of a new SCBGC facility for the Strathcona County Boys and Girls Club:

- The proposed facility will meet the needs of children and youth for a multi-functional and multi-purpose space to participate in desired recreation activities.
- The proposed facility will contribute to supporting and maintaining a healthy lifestyle for children and youth of Strathcona County.
- The proposed facility will position Strathcona County Boys and Girls Club to be a strong community partner for Strathcona County, along with the Elk Island Public School Division and the Elk Island Catholic School Division and assist the County in meeting stated strategic goals.
- The proposed facility will have positive social impact for County residents, through expanding the delivery of programs and services that address the need for after school care, and support crime prevention, youth employment, and mental health.
- The proposed facility will build upon the existing successes of the SCBGC including the enhanced program offerings it intends to deliver over the next three years in its short term space solution. This will enable the SCBGC to build the critical mass necessary to sustain the proposed facility and meet community need while this exciting capital project evolves.

The next steps identified from this Needs Assessment for the ongoing planning phases, include the following:

- Confirmation of ideal approach or negotiation of alternative approach.
- Feasibility planning (cost analysis, concept planning, etc.); can be done on multiple parcels of land – would set up a “choice” to be made.

As it relates to the overall facility development, the following next steps are recommended:

- SCBGC facility and programming transition (underway).
- Memorandum of understanding between identified partners (depending on feasibility outcome).
- Funding and financing (future).
- Detailed design and construction (future).

Appendix 1 Alignment with Strathcona County Strategic Direction

The following appendix outlines the relevance and influence of Strathcona County strategic planning to the SCBGC facility development project.

Strathcona County Strategic Plan 2013 – 2030

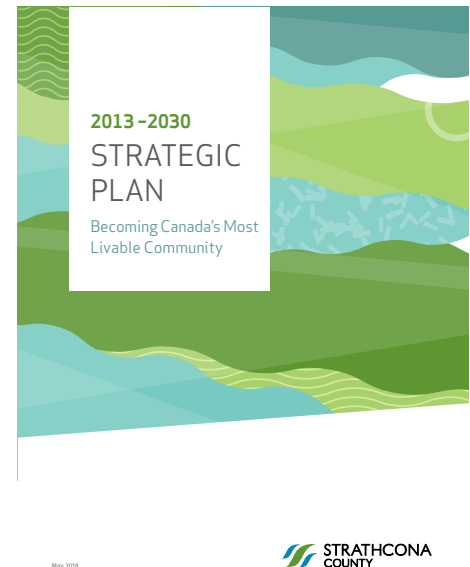
Relevance & Influence

- Explains the importance of strong communities, with engaged and active citizens of all ages.
- Outlines the importance to the community to provide facilities and services that are available and accessible to residents.
- Recommends and supports the use of partnerships to delivery services and programming.

As a specialized municipality, Strathcona County is required to work collaboratively and cohesively with both urban and rural residents, ensuring the County meets the needs of all citizens.

Strathcona County's current strategic plan was approved by Council in April 2013, and amended in May 2018. The strategic plan is the County's principal guiding document for governance, community development, infrastructure, and program and service delivery. The strategic goals provide direction for business planning, master plans and frameworks the County may establish or have established.

The strategic plan outlines eight goals, which were established with the aim of Strathcona County becoming the most livable community in Canada. The plan is reviewed annually by Council.

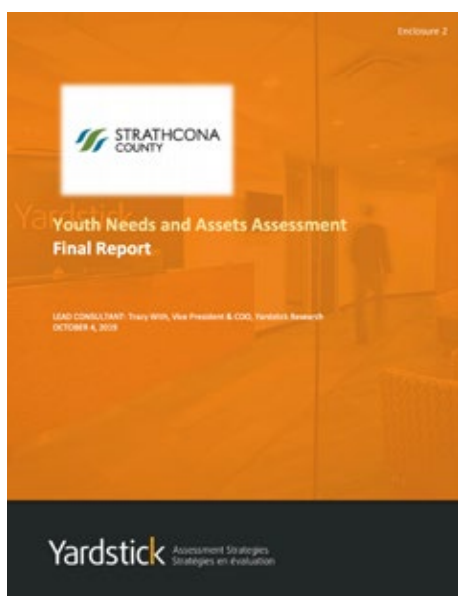


Strategic Goal	Desired Outcomes	Boys and Girls Club Alignment
Build strong communities to support the diverse needs of residents	<ul style="list-style-type: none"> • Opportunities for meaningful connections within communities • Diverse and inclusive communities' • Appropriate access to the social service system through partnerships • Affordable basic municipal services • Programming meets the changing needs of residents • Opportunities to be healthy and active 	<p>The proposed facility would support the delivery of youth specific programming, which builds a strong sense of community from a young age in County residents.</p> <p>Boys and Girls Club provides opportunities for youth to be active, and programming that is responsive to trends and changes needs.</p>

Strategic Goal	Desired Outcomes	Boys and Girls Club Alignment
Manage, invest and plan for sustainable municipal infrastructure	<ul style="list-style-type: none"> • Efficient and effective multi-modal transportation network • Safe, reliable utility infrastructure • Innovative “smart” infrastructure • Accessible cultural, recreational and social infrastructure • Accessible, reliable internet connectivity • Partnerships enhance infrastructure investment opportunities 	<p>Facility would be accessible all youth in Strathcona County.</p> <p>Planning would ensure the infrastructure investment would garner a social and financial return on investment.</p>
Cultivate economic diversification, within the petrochemical industry and beyond, through a business-friendly environment	<ul style="list-style-type: none"> • Strategic partnerships promote business growth and retention • Planning supports strategic development • Critical physical and technology infrastructure supports business, industry, and agriculture Investment attraction and retention focus on downstream, value-added industry • Strengths and innovation provide a competitive advantage, and support attraction and diversification • Growth opportunities increase through regional brand and economic development strategies 	<p>Programming supports youth educational and leadership development, which will yield a return on investment for the community in future years if the municipal infrastructure supports the retention of residents. <i>Programs are designed to create a continuum of opportunities that build leadership and character in every child throughout every stage of their life</i></p>
Ensure effective stewardship of water, land, air and energy resources	<ul style="list-style-type: none"> • Appropriate and effective use of agricultural land • Natural areas and resources balance value for current and future generations • Municipal buildings deploy efficient technology where appropriate • Growth and development balanced with recognition and protection of the biosphere (Beaver Hills) • County uses best practice approach to waste management 	<p>This goal would guide the facility design and build to consider and incorporate sustainability features where possible and appropriate.</p> <p>The proposed facility project is ideally going to be located on developed land compliment current landscape and incorporating existing built infrastructure thereby minimizing greenfield development.</p>

Strategic Goal	Desired Outcomes	Boys and Girls Club Alignment
Foster collaboration through regional, community and governmental partnerships	<ul style="list-style-type: none"> • Improved regional land use and resource management planning • Regional assets leveraged for mutual benefit Innovation and lifelong learning opportunities occur through collaboration with educational institutions • Community partnerships leveraged to expand the County's ability to respond to the changing needs of the community 	Boys and Girls Club currently operates with a partnership approach, and will continue to align and foster relationships with the County and School Divisions.
Provide facilities and services that are available and accessible to residents	<ul style="list-style-type: none"> • Connected, accessible multi-modal transportation network, including trails • Available, accessible and affordable recreational opportunities • Diverse, affordable neighbourhoods, amenities and housing opportunities • Enhanced community interaction and connectedness • Accessible community and cultural events, entertainment, shopping and dining opportunities 	<p>Due to growth, the current facility cannot accommodate all programming needs and has a waitlist – which indicates demand and that the County youth are currently underserved.</p> <p>Support for a partnership to build a new facility, would ensure all youth have access to community programming and can become engaged and connected to peers.</p>

Strategic Goal	Desired Outcomes	Boys and Girls Club Alignment
<p>Provide opportunities for public engagement and communication</p>	<ul style="list-style-type: none"> • Community is informed about County decisions • Community – urban and rural - satisfied with opportunities to provide input • Community is confident in how tax dollars are managed • Public engagement efforts and information sharing mechanisms are innovative and accessible 	<p>Due to growth, the current facility cannot accommodate all programming needs and has a waitlist – which indicates demand and that the County youth are currently underserved.</p> <p>During the design, construction and operations of this new project, the SCBGC will continue to engage with members to better understand their needs and respond accordingly.</p> <p>The SCBGC will continue to monitor the engagement efforts and findings of the County and it's other partners to better understand how it can play a role in meeting community needs.</p>
<p>Foster an environment for safe communities</p>	<ul style="list-style-type: none"> • Law enforcement, emergency and social services respond to community risk • Proactive safety education and community involvement • Utility infrastructure provides safe, clean water, manages wastewater treatment, and provides effective stormwater management • Citizens feel safe to express themselves in ways that represent their values, beliefs and lifestyles • Transportation network, including trails, allows people and goods to move safely and efficiently 	<p>Support for a partnership to build a new facility, would ensure all youth have access to community programming and can become engaged and connected to peers.</p>



Strathcona County Youth Needs Assessment

Relevance & Influence

- Portrays the current state of youth needs within Strathcona County, as well as the viewpoints of parents and community members.
- Outlines specific recommendations to best serve youth.
- Recommends a community lead collaborative approach to youth services, which aligns with the mandate and operational approach of Boys and Girls Club.

The Strathcona County Youth Needs Assessment was completed in October 2019. The study youth and young adults were defined as being between 14 and 29 years of age. Data was collected from May to August 2019 using online surveys, onsite/intercept engagement, and focus groups.

The online surveys captured the opinions of 896 youth and young adults, 208 parents, 7 agencies, and 10 teachers. While the targeted engagement sessions included 41 agency representatives, 12 parents, and 35 youth and young adults.

The report presents a 'Collective Commitment' from which the recommendations are derived from. It presents an overarching goal to direct actions of the County related to youth:

Youth feel connected, included and supported and access a range of programs and services that meet their needs without having to leave Strathcona County.

The key recommendation the report makes is:

Create a community-led collaborative strategy to guide implementation of recommendations, including youth and young adult representation.

The following chart outlines the six key themes that emerged from the data collected.

Theme/Focus Area	Recommendations	Boys and Girls Club Alignment
Communication & Engagement	<ul style="list-style-type: none"> • Develop an engagement plan to ensure a variety of youth and young adult perspectives (i.e., Indigenous peoples, LGBTQ+, newcomers, rural residents, etc.) are used to inform policies, programs, and services with feedback as an iterative process. • Increase the use and diversity of existing social media accounts and other innovative means to communicate and engage with youth and young adults where they are at; consider creating new youth and young adult-focused accounts with guidance from youth and young adults and include multiple approaches to meet the differing needs within each sub-demographic. • Continue to foster a context where youth and young adults can take more action in the community and connect with all levels of government on issues of importance to them in a variety of ways both formal and informal. 	Provided direction and encouragement for how Boys and Girls Club can strengthen their existing communication and engagement of County youth.

Theme/Focus Area	Recommendations	Boys and Girls Club Alignment
Collaboration	<ul style="list-style-type: none"> • Continue to lead agency collaborative efforts by convening regular conversations focused on youth and young adults in urban and rural locations and expand the reach to include the participation of the local business community. • Identify common outcomes among youth- and young adult-serving agencies that inform collective priorities to encourage agency collaboration over competition. 	Boys and Girls Club currently operate with a partnership strategy, this goal supports that decision and provides motivation for developing new partnerships.
Mental Health	<ul style="list-style-type: none"> • Promote existing mental health supports through social media for youth and young adults and increase access to preventative resources. • Explore options for short-term emergency housing supports to at risk youth and young adults as well as accessibility to shelter locations. • Connect with service organizations who can provide extended services and help address gaps within the County for mental health for high-risk youth and young adults. • Facilitate training for public-facing staff throughout the community to recognize signs of mental health issues and increase knowledge of available mental health resources. • Ensure the strategy moving forward helps to support collaboration among mental health supports. 	Boys and Girls Club programming focuses on areas important to youth safety and health such as substance abuse prevention, conflict resolution and healthy lifestyles.
Gathering Spaces	<ul style="list-style-type: none"> • Test out new opportunities for youth and young adults to increase social connections in progressively “gently supervised spaces” with decreased levels of programming and adult involvement (based on age) in partnership with local agencies and businesses. • Seek ways to support existing youth-identified gathering spaces by working with local business owners to identify how best to support a safe, welcoming, and inclusive environment for youth and young adults. • Engage rural residents in conversations around spaces that would be popular with rural youth and young adults. 	<p>The current Boys and Girls Club facility provides a safe and welcoming space for County youth to gather, however the current space is at capacity and program waitlists exist.</p> <p>The proposed facility would provide a youth gathering space capable of meeting demands.</p>
Transportation	<ul style="list-style-type: none"> • Continue to implement strategic directions from the Strathcona County Transit Master Plan, specifically supporting robust evening and weekend services and connections to Edmonton while exploring dynamic and demand-responsive transit services. • Consider the feasibility of non-traditional transportation options for rural youth and young adults. • Facilitate mental health training, specifically with transit operators, to recognize signs of distress and resources for youth and young adults in need. 	Project would consider and explore existing transport options for youth to safely access the proposed facility, including active transportation.

Theme/Focus Area	Recommendations	Boys and Girls Club Alignment
Affordability	<ul style="list-style-type: none"> Explore resources and supports for youth and young adults between the ages of 18 and 24 to plan for their financial future and engage them in on-going discussions around affordability, debt management, and financial literacy. Investigate successful initiatives that continue to address issues around affordable housing, including continued conversations with other levels of government. Create more options for access to affordable childcare. Explore entrepreneurship and employment supports that target youth and young adults. 	<p>Youth are guaranteed to be able to participate.</p> <p>No child is denied access due to inability to pay.</p>

Strathcona County Social Framework

Relevance & Influence

- Provides direction for backbone support to build relationships through the identification of shared priorities and community goals.
- Promotes a shift in thinking towards greater collaboration.
- Outlines the need for infrastructure and programming to contribute to a safer community for youth and provide spaces where they can become connected and engaged with their community.

In 2007 Strathcona County Council adopted a Social Sustainability Framework to guide social priorities of Strathcona County Family and Community Services. The 2017 Strathcona County Social Framework revisits and revises the 2007 Social Sustainability Framework to best reflect the current social and economic challenges that Strathcona County residents are facing.

In the Fall of 2016, nearly 8000 community members took part in public engagement events. From the engagement, the four themes emerged which have become the desired community-level outcomes to create a safe and connected community:

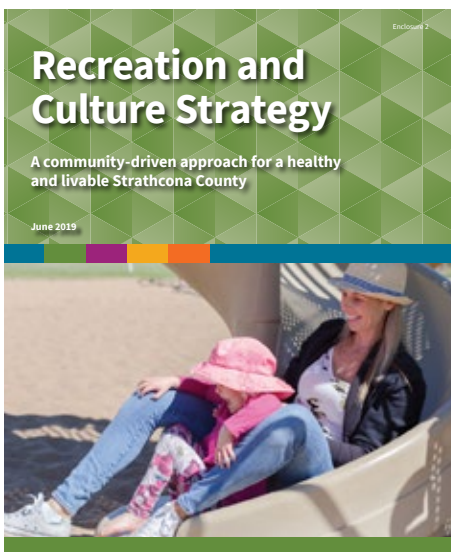
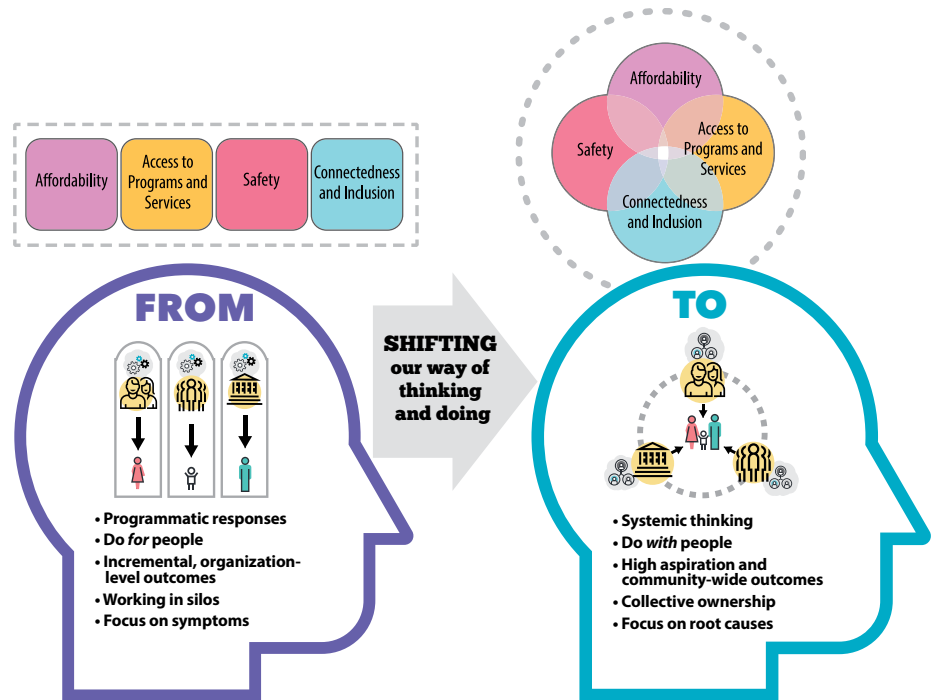
- Affordability** - citizens have an increased capacity to meet their basic needs.
- Access to Programs and Services** - citizens have straightforward access to programs and services that are easy to find.
- Safety** - citizens feel physically, emotionally, spiritually, and mentally safe.
- Connectedness and Inclusion** - citizens are connected to one another, and their individual differences are valued and respected.

These themes now form the social framework outcomes and have become a central point around which to align efforts. The framework advocates for shift in thinking to greater community collaboration and partnerships to deliver public good services and program.

To support this shift to greater collaboration the framework advocates for the provision of backbone support. A backbone function involves hosting processes that allow interested individuals and organizations to build networks and relationships around shared priorities, goals and measures.



The diagram below illustrates the proposed shift in thinking by community members and organizations



Strathcona County Recreation and Culture Strategy

Relevance & Influence

- Portrays the current state of recreation and culture amenities (facilities, programming and services) within Strathcona County.
- Explains the importance and benefits of recreation and culture to the community.
- Outlines specific focus areas which provide strategic direction for the Boys and Girls Club.

The Strathcona County Recreation and Culture Strategy was adopted by Council in October 2019.

The Recreation and Culture Strategy is a 12-year strategic plan which will replace the County's existing Open Space and Recreation Facility Strategy. The new strategy expands the focus on revitalizing and introducing new indoor and open space infrastructure and instead focus on a more holistic view of recreation, parks and cultural priorities in the community.

The overall delivery of recreation and culture opportunities in Strathcona County is achieved through combined efforts and investment by local government, non-profit organizations and community groups, as well as private businesses.

Successful collaboration between the County and community members should result in the following desired outcomes:

1. Recreation and culture opportunities contribute to the wellbeing of all individuals.
2. Recreation and culture opportunities contribute to the cohesion, vibrancy and overall well-being of our community.
3. High-quality recreation, parks and culture spaces and places are created and maintained.

From the engagement and research process, the five following focus areas were identified:

- Community needs: Identifying, prioritizing and serving the needs of the community
- Inclusion: Addressing barriers to participation
- Building capacity: Exploring partnerships and collaboration
- Environmental stewardship: Respecting the natural environment
- Fiscal responsibility: Making the most of our resources

Centre in the Park: Area Redevelopment Plan

Relevance & Influence

- Describes the land use concept for the core of Sherwood Park.
- Provides a strategic framework to manage growth and support a healthy community.

The Centre in the Park Area Redevelopment Plan updates the original planning document for the area, which was adopted in 1990. The plan sets out the guidelines for redevelopment within the core of Sherwood Park over the next 25 years. The Municipal Development Plan defines Centre in the Park as an Urban Centre and supports future redevelopment that promotes a compact mix of land uses to encourage walking and transit use. The Municipal Development Plan also indicates that there is significant redevelopment potential in this area for incorporation of higher densities, transit-oriented development, joint use of municipal facilities, multi-seasonal open space, infill of surface parking lots, and green infrastructure, among other possibilities.

Goal:

The Centre in the Park Area Redevelopment Plan will provide innovative placemaking opportunities through urban design that incorporates human scale development and open spaces.

Objectives:

The plan will ensure the:

- Provision of high-quality integrated gathering areas
- Creation of character defining elements
- Streetscapes are established as inviting spaces; and built form creates dense pedestrian-oriented environments.



