



# African Multicultural Community Centre

## Business Case & Community Engagement

### April 12, 2024





# PROJECT TEAM

## Client Team • Africa Centre

Samuel Juru  
Emmanuel Onah  
Kemoh B- Mansaray  
Dr. Philomina Okeke-Ihejirika  
Cedric Naoussi  
Firmin Guelade  
Noora Badr  
Tony Agbonkhese  
Imad Satti  
Dr. Edna Wakene  
Andrew Owusu

EXECUTIVE DIRECTOR  
DIRECTOR, OPERATIONS AND YOUTH PROGRAMS  
CHAIR - AFRICA CENTRE BOARD  
VICE-CHAIR - AFRICA CENTRE BOARD  
TREASURER  
BOARD SECRETARY  
BOARD OF DIRECTORS  
BOARD OF DIRECTORS  
BOARD OF DIRECTORS  
BOARD OF DIRECTORS  
BOARD OF DIRECTORS

## Client Team • City of Edmonton

Tenchoe Dorjee  
Susan Mernier  
Rocky Pilisko

STRATEGIC PLANNER  
SUPERVISOR, PM  
NEIGHBOURHOOD RESOURCE COORDINATOR

## African Descendent Engagement Consultant Team • CNEORM Services Ltd.

Nneka L. Otogbolu  
Collins Ugochukwu

## Community Engagement and Business Case Consultant Team • Reimagine Gathering Ltd.

Tiffany Shaw	PROJECT LEAD
Theresa Faulder	WRITING LEAD
Amanda VanderZee	ARCHITECTURAL LEAD + WRITER
Gloria Alamrew	WRITER
Penny Worku	ENGAGEMENT LEAD
Daniel Choi	STUDENT + ENGAGEMENT SUPPORT
Nina Christianson	ENGAGEMENT SUPPORT + WRITER

## PROJECT VISION

Reimagine Gathering has been engaged by Africa Centre to complete an updated business case for the African Multicultural Community Centre (AMCC). This project is a partnership between Africa Centre and the City of Edmonton. The intent of the business case is to present to Edmonton City Council an analysis of the need for the Centre and options for capital and operating models.

In 2022, City Council approved an operating budget amendment to fund the completion of an updated business case for the AMCC and re-initiation of the development of the Centre. However, Africa Centre and the City of Edmonton have been collaborating on the development of the AMCC since 2013. From 2013-2015 a business case, functional program, and site analysis were completed. Further work to develop the AMCC paused in 2018.

*"The development of the African Multicultural Community Centre (AMCC) is a pioneering initiative aimed at enhancing the cultural, social, economic, and civic vibrancy of Edmonton's communities of African descent. This centre, envisaged to be established on the former Wellington Junior High School site, will be a nucleus encapsulating Edmonton's African-descent community's rich and diverse heritage. It's proposed to comprise facilities like a cultural centre, community services, offices, and educational and recreational spaces."*

— Quote from the RFP.



# TABLE OF CONTENTS

<b>EXECUTIVE SUMMARY</b>	<b>4</b>
<b>1.0 PROJECT HISTORY + BACKGROUND</b>	<b>6</b>
<b>2.0 PROJECT DESCRIPTION</b>	<b>10</b>
<b>3.0 STRATEGIC ALIGNMENT</b>	<b>23</b>
<b>4.0 NEEDS ASSESSMENT</b>	<b>27</b>
<b>5.0 TARGET USERS AND CONTEXT ANALYSIS</b>	<b>40</b>
<b>6.0 ALTERNATIVES (CAPITAL &amp; OPERATING MODELS)</b>	<b>46</b>
<b>7.0 ORGANIZATIONAL CHANGE IMPACT</b>	<b>60</b>
<b>8.0 COST BENEFITS ANALYSIS</b>	<b>65</b>
<b>9.0 RESOURCING</b>	<b>72</b>
<b>10 KEY RISKS &amp; MITIGATION STRATEGY</b>	<b>75</b>
<b>11 COMMUNITY ENGAGEMENT</b>	<b>81</b>
<b>APPENDIX</b>	<b>93</b>
WORKS CITED	
GLOSSARY OF TERMS	
GRANTS AND FUNDING OPPORTUNITIES	
CNEORM REPORT	



# Executive Summary

This Business Case, has been prepared for Africa Centre in collaboration with the City of Edmonton, to provide an analysis of the need for the African Multicultural Community Centre (AMCC) and options for capital and operating models.

## PROJECT SCOPE

The African Multicultural Community Centre (AMCC) is envisioned as a hub that celebrates and supports the dynamic cultural heritage of Edmonton's diverse communities of African descent. Beginning in 2013, Africa Centre in collaboration with the City of Edmonton began the development of the idea of the AMCC. By the end of 2015, a business case, functional program, and site analysis were completed, providing the foundation for the work we are honoured to continue today.

Reimagine Gathering was commissioned in 2023 to complete the business case and neighbourhood community engagement in parallel with CNEORM Services Ltd., who facilitated the **African descendant\*** and Black community engagement. Continuing from the work that was done in between 2013 to 2015, a space to aid in building capacity around supporting newcomer families and individuals has long been identified as a need in Edmonton by various organizations and agencies, including Africa Centre.

Africa Centre in Edmonton serves a **rapidly growing African descent population (Edmonton's diverse Black population represents 5.8% of the population, with a large portion being children aged 0-14) and offers crucial services such as employment training and integration programs.**

In 2018, Africa Centre lost its space in Wellington Junior High due to structural safety issues, and the school was subsequently demolished. The lack of a centralized, physical, community-facing facility has created significant challenges in the delivery of their critical services.

## A PLACE TO CALL THEIR OWN

Members of the African descent community face unique and complex needs in arriving to and settling into their new homes. In our various engagement workshops, we heard curiosities, questions, and innovative ideas regarding project size and scope, potential amenities, and housing support. **The community showed us that they know better than anyone regarding what they need — and we listened.**

**\*Note: terms bolded in blue can be found in the Glossary section at the back of the report.**

Our engagement began with a clear understanding of the project history, objectives, and vision. Various engagement methods were implemented in order to facilitate meaningful interaction and to involve the widest audience possible.

*A cultural hub like the AMCC encapsulating key resources and services is critical to the success of these communities and will in large part define and contribute to the diverse tapestry unique to our city.*

## SITE INVESTIGATION + SPACE NEEDS

Factors like Athlone being a **low-density neighbourhood** and the desire to highlight Africa Centre's achievements and the honours that the organization has received from the Government of Canada in recognition of their positive contributions to western Canada's Black communities and their long-standing reputation of strength, integrity, and service helped to refine our research and we were able to provide precedent examples of similarly-programmed facilities across North America. We conducted environmental and demographic site analyses of the previously selected Athlone neighbourhood site, the results of which informed our approach to the preliminary planning, program development, community engagement, governance plan, and business case.



## BUSINESS CASE

Scenarios including leasing or purchasing a building or using an existing office, industrial, or school space were examined. Programming requirements that were underscored as priority needs for the AMCC include: Sporting Activities, Green Spaces, Cultural Programming, and Education/Mentorship.

The best **Return on Investment is provided by a two storey building with underground and surface parking, as it satisfies both current and future needs of the communities and allows Africa Centre to ramp up the services they are able to provide.** With an investment of about \$55 million, Edmonton's rapidly growing African descent population [5.8% of the City's population, growing to about 10% or more by 2041] with a large portion being children aged 0-14] can offers crucial services such as employment training and integration programs. This facility will provide much-needed culturally-specific Daycare spaces, event and cultural spaces, recreational and educational spaces for the community .

The need for a clear distinction of who is guiding this project aligns well with Africa Centre's current position as stewards of the communities they serve. An AMCC Steering Committee is recommended, to guide this project from initial project funding, through to design and construction phases of the project.

The **AMCC supports both Africa Centre and the City of Edmonton's mandates, highlighting the strategic alignment present for both entities.**

The development of the AMCC is closely aligned with many of the City's stated strategic directions, emphasizing the City's commitment to creating a city that **all** residents can feel proud to be a part of. The City's commitment to diversity, social justice, and multiculturalism through the vision of the AMCC helps solidify Edmonton's position as a forward-thinking metropolitan, diverse city.

This facility can be planned, designed, constructed and operated in a cost-effective manner, so that the operational costs can be covered through facility revenue.

## NEXT STEPS

The next steps include approval of this business case, establishing partnerships, and applying for available funding. Following the planning stage, the design and construction phases of the venture should begin based on the decisions of Africa Centre, in collaboration with the City of Edmonton. The time is now, to create this important facility for an under-served Edmonton community.

## ACKNOWLEDGEMENTS

This report could not have been developed without the invaluable support and contributions of our communities, as well as the work of CNEORM in engaging with our city's African descent groups. Community engagement forms the foundation of our work and process and it is through these conversations and connections that we can realize the beautiful dream of the AMCC and do the essential work of uplifting and preserving the futures and voices of Black communities in our beloved City.



Tiffany Shaw, M.Arch., BFA  
Founding Principal  
**Reimagine Gathering Ltd.**



▲ Athlone Community League Day • September 16, 2023

"Our government is investing in the long-term sustainability of Black-owned businesses in the West. These investments will help level the playing field and enable black businesses to grow, compete and thrive. I look forward to seeing lasting results from this program across Alberta and Western Canada."

*George Chahal, Member of Parliament, Calgary-Skyview*

# 1 Project Background & History

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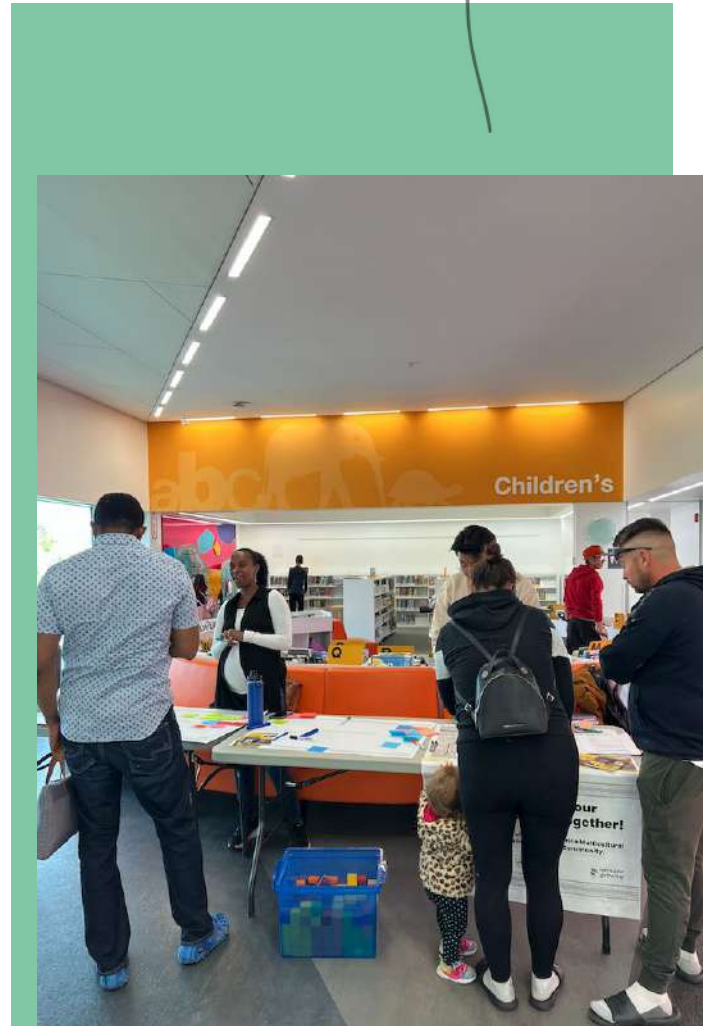
# 1.0 Project Background & History

## OPPORTUNITY

The African descent population in Edmonton is growing rapidly, from 1.52% of the city's population in 2001 to 5.76% in 2021. Africa Centre, or the Council for the Advancement of African Canadians in Alberta, is the primary point of contact within the city for many of these newcomers, offering essential services such as employment training and opportunities, integration programs, and important community connections. With the growing population of people who require services from Africa Centre, including children, youth, and families, the organization finds themselves limited by their location, which lacks the space necessary for inclusive and comprehensive outreach programs. In 2018, Africa Centre lost its space in Wellington Junior High due to structural safety issues, and the school was subsequently demolished. In its previous location, Africa Centre had access to a gymnasium and classrooms, and also enjoyed a prominent and community-oriented location.

## CURRENT SITUATION

Working for Africa Centre are 28 employees who focus on the needs of the Black community from children to senior citizens and the administration of the organization. There are nine (9) people on the board. Africa Centre is affiliated with most Black community groups in Edmonton. For a full list of partners and funders of Africa Centre, please see the following page. In their current leased office location on 118th Avenue and St. Albert Trail, Africa Centre is limited by the lack of space, as well as a lack of visibility and community connectivity. Providing a brick and mortar center like the Africa Multicultural Community Centre (AMCC) responds to both Africa Centre's lack of architectural visibility within the Edmonton community and naturally creates a hub for Edmonton's Black communities and Edmontonians at large to gather for kinship, cultural exchange, and vital neighbourhood resources. The AMCC project provides an opportunity to not only improve Africa Centre's programming reach and accessibility to their services, but to also encourage us to think more broadly about what a hub and spoke cultural model could look like, achieve, and offer in Edmonton. We are being presented with an opportunity to expand our imaginations to discover how a nucleus that encapsulates community **wraparound services** and resources, office space, educational and recreational programming, and cultural preservation and celebration can re-energize the diverse multicultural city of Edmonton.



▲ EPL Calder Engagement • September 24, 2023



## OVERVIEW OF ORGANIZATIONAL STRUCTURE

Twenty-two (22) staff members focus their work on 10 areas of program development that are important to the community. The organization's primary concern is the lack of space that is curtailing their programming and service offerings. If Africa Centre co-located to the AMCC building, it will provide the additional space required for these programs to flourish, provide revenues for the centre to be self-supporting, and pursue new areas of programming, all within a centralized location.

Although the AMCC is not exclusive to Africa Centre's use, it will feature programs provided by the centre. Currently, these programs are funded through donations so that they can be provided free of charge or at significantly reduced rates.

Africa Centre has been expanding rapidly; just last year, in 2023, Africa Centre extended its services to Calgary and Winnipeg through the Entrepreneurship Empowerment and Enhancing Gender Equity programs. A comprehensive Information and Communication Technology (ICT) and Human Resource policy evaluation was carried out. This is the basis for the ongoing implementation of structures to ensure that Africa Centre maintains universal best practices for non-profit operations and position the organization for robust and sustainable development. Africa Centre offers various essential resources to its community members from its location on St. Albert Trail. These services include Early Learning and Childcare, Youth Programs, Seniors Wellbeing and Engagement, Enhancing Gender Equity, Economic Development Programs, Supporting Black Canadian Communities (SBCCI), a free Counselling Clinic, and Scholarships.

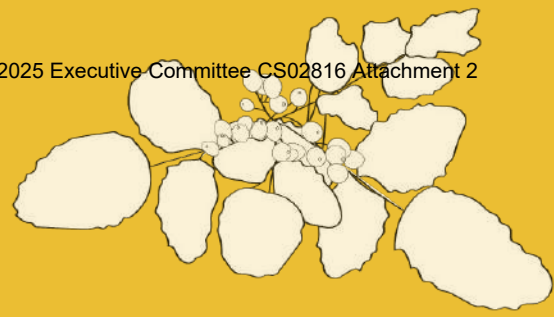




Africa Centre's Vision Statement is *"A strong, relevant and engaged African descent community in Alberta."* Africa Centre strives to create opportunities for full access and participation of all Albertans in all aspects of society including economic, social, cultural and educational endeavours and contributes to the holistic development and wellness of individuals, family, and community (2021-2026 Strategic Plan, Africa Centre).

The AMCC will create a physical presence for Africa Centre; it will provide a space of belonging, a gathering space and a safe, welcoming place for African descent communities and will serve as a statement to the larger community about the character, strength, and presence of people of African descent in the region. The AMCC will offer space for the expansion of the African Centre programs, and offer provisions, facilities, and infrastructure for the development of partnerships.





# 2 Project Description

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# 2.0 Project Description

## PROJECT DESCRIPTION

**The African Multicultural Community Centre (AMCC) seeks to be a beacon for Edmontonians of African descent, fostering unity, celebrating diversity, and acting as a cultural hub for all to enjoy. It represents the vibrant tapestry of cultures, histories, and aspirations of the African community in Edmonton and Alberta.** This centre, envisaged to be established on the former Wellington Junior High School site, will be a nucleus encapsulating Edmonton's African-descent community's rich and diverse heritage. It's proposed to comprise facilities such as a cultural centre, community services, offices, and educational and recreational spaces.

In 2022, Edmonton City Council approved an operating budget amendment to fund the completion of an updated business case for the AMCC and re-initiation of the development of the Centre. From 2013 to 2015, a Business Case study, Functional Program and Site Analysis were completed. Reimagine Gathering was commissioned in August 2023 to complete an updated business case for the AMCC. The intent of the business case is to present to Edmonton City Council an in-depth analysis of the need for the Centre and options for capital and operating models.

## PROJECT JUSTIFICATION AND URGENCY OF NEED

**The AMCC will serve as an essential cultural landmark and community hub for the African descent community in Edmonton.** Currently, the nationally-recognized Africa Centre does not have the space, resources, and the facilities necessary to serve its community adequately. The original Business Case, prepared in 2015 in conjunction with the City of Edmonton, was intended to serve as a foundation for the AMCC, but the project was paused in 2018. With the building of the Calder Library on the site and now the imminent Fire Hall, **the primary concern of Africa Centre is that there will not be enough land left on the identified site, to meet the needs of the AMCC.**

The urgency of this project cannot be understated; it is critical that the selection of the AMCC design team be accelerated so as to assure that the building be developed and constructed concurrently with the design of the Fire Hall. A synchronistic approach will help to ensure a well-integrated, cohesive project outcome that gives the Fire Hall the space it needs while supporting the mission and vision of Africa Centre and its mandate to provide important services to the Africa Descent community and members of the surrounding community area.

## STAKEHOLDERS

- Africa Centre Staff and Board
- Africa Centre Partners and Funders
- Africa Centre programs (staff and participants)
- **YEG The Come Up**
- **PARSSY**
- Supporting Black Communities (SBCCI)
- City of Edmonton Council
- Edmonton Fire Rescue Services
- Calder Library staff and visitors
- Sports groups in the city (particularly those associated with neighbouring Community Leagues)
- EPL Calder
- Neighbourhood schools and superintendents
- Neighbourhood businesses
- Communities of African descent:
  - Somalian, Nigerian, Ghana, Eritrea, South Sudan, Ethiopia, and more
- Communities of Caribbean descent:
  - Jamaica, Trinidad and Tobago, and more
- Athlone Community Members across all demographics as well as the neighbouring communities (Wellington, Kensington, Calder)
- Black youth groups (staff and participants)
- Black not-for-profit organizations
- Black seniors in the Edmonton region
- Seniors in the neighbouring areas
- Edmonton Community Foundation
- Edmonton Community Leagues, including Athlone, Wellington, and Kensington.



▲ Athlone Community League Day • September 16, 2023



## BLACK COMMUNITY PROFILE

Edmonton is home to a wide and diverse Black community. This community hosts members from countries in Africa, the Caribbean, and the America's which represent 5.8% of Edmonton's total population base. The largest percentage of this community is comprised of children from the ages of 0-14, accounting for 32.5% of the population. **The population of Edmonton's black community is expected to double by the year 2040.**<sup>8</sup>

The vision for the AMCC project, is to create a cultural hub that provides a unique variety of social outreach services tailored to the community, based on mutual shared interests/experiences, through a celebration of culture and diversity. The facility will be designed to accommodate programming for persons age 0 to 100 and create opportunities for Black community as well as the larger Edmonton community to access facilities and services.

In addition to serving the Black community, the centre will serve as a hub for the numerous Black-serving and Black-led organizations, Black cultural associations throughout the province. Creating strategic partnerships with these groups will prove mutually beneficial as the centre will fiscally benefit from hosting their events and programming, while they have the opportunity to use the spaces and facility amenities within a building whose focus is on the promotion of the Black community in Alberta.

The AMCC will be the first of its kind in Western Canada—a **pan-African** community centre in an urban setting. Similar organisations serving people of African descent can be found in Toronto, Halifax, and Quebec, but none of these entities share the exact scope, size, and services that the AMCC aspires to.

## CANADIAN LARGE-SCALE BLACK-SERVING ORGANIZATIONS

Black-serving and Black-led organizations are located in various locations through Canada. The mandates of these groups have a large variety of focuses including, but not limited to fostering Black entrepreneurship in Canada, promotion of Black cultural initiatives, gender equality and LGBTQ+ initiatives, and various service models for individuals such as legal services, immigration services, and mental health. Below is a map of large Black-led and Black-serving organizations across Canada, of which there are several organizations located in Edmonton. Africa Centre is one of the four members of the National Funders Network, which consists of high-capacity Black-led organizations across Canada.<sup>7</sup>



▲ Black-led and Black-serving organizations across Canada

### Large-scale B3 Organizations Map

- 1) Africa Centre\*: Edmonton, Alberta
- 2) Tropicana Community Services\*: Toronto, Ontario
- 3) Groupe 3737\*: Montreal, Quebec
- 4) Black Business Initiative\*: Halifax, Nova Scotia
- 5) Face Coalition: Montreal, Quebec
- 6) Foundation For Black Communities: National
- 7) BCW In ACTION: Edmonton, Alberta
- 8) African Canadian Civic Engagement Council: Edmonton, Alberta
- 9) Canadian Imperial Advantage: Edmonton, Alberta

\* Denotes members of the National Funders Network

***“Our Government’s investment in Alberta-based Black-led organizations is the right thing to do to ensure our economy works for all Canadians.”***

*The Honourable Randy Boissonnault, Minister of Tourism and Associate Minister of Finance*

The outcomes of the AMCC project will be both tangible and intangible; an essential outcome for project success that was expressed throughout the Business Case community engagement is **a building that symbolizes values of social justice, respect, equality and inclusivity**. Tangible, quantitative outcomes include greater access to recreation programs for Black youth and members of the surrounding community and space for local businesses and entrepreneurs.

The current Business Case envisions planning and design of AMCC in 2024/2025 and construction in 2025/2026 with a summer 2027 opening. Delays in approvals may affect these dates.

Outcomes/Deliverables & Timeline

Table 2-1





▲ AMCC Site Map

### SITE FACTOR CONSIDERATIONS

The AMCC site is situated in north Edmonton, with access to the main road 127th Street NW and 132nd Avenue NW. With its close proximity to the Edmonton Public Library (Calder), this is a mature neighbourhood with a predominantly young demographic moving to the general area. The site, located in Athlone community, borders three other communities: Wellington, Kensington, and Calder.

Athlone is a low-density mature neighbourhood with easy access to retail stores, malls, groceries, schools, a community league, churches and restaurants. Along 132d Avenue NW and 127th Street NW, there is access to public transportation with a buses running on 132nd ave and 127th street.

- AMCC Site
- EPL - Calder
- Bus Stop



**REQUIRED APPROVALS - ZONING****Address :** 13160 - 127 STREET NW**Legal Name :** Lot 1, Block 76, Plan 2488KS**Area :** 39,652.810 m<sup>2</sup>**Neighbourhood :** Athlone**New Zone Designation :**

2.180 Parks and Services (PS)

**Bylaw Designation :** 20001

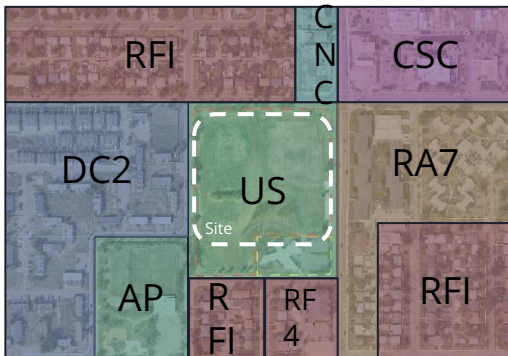
Effective Jan 1, 2024

**Street Setback :** 6.0m**Adjacent Site Setback :** 4.5m**Alley Setback:** 4.5m**Maximum Height:** 16.0m**Projected Building Area:** 4000m<sup>2</sup>**Parking Requirement :** N/A**Bicycle Parking :** 22 Spots**Loading Stall Requirement :** 1 stall

**We assume that the City of Edmonton has already approved this area for AMCC use.**

Prior to 2024, the site was zoned as Urban Services Zone (US) under the City of Edmonton Charter Bylaw 12800. However, effective January 1, 2024, the site will be rezoned to Parks and Services under the new Charter Bylaw 20001.

Through community engagement, affordable housing was identified as a potential land use. Housing is not permitted under the current or the future zoning and rezoning may be required to include this programming component. If housing becomes a necessity, our recommendation is to engage the City of Edmonton regarding rezoning.



▲ Existing Bylaw Zoning Designation



▲ New Bylaw Zoning Designation effective January 1, 2024



▲ AMCC Site Zoning Requirements

## ORGANIZATIONS / CITY DEPARTMENTS .

Africa Centre and the City of Edmonton will be the primary organizations involved in this initiative. Key partnerships are listed to the right. For a comprehensive list of stakeholders, refer to page 61 (Table 7-1).

The City of Edmonton is host to several Black-Serving organizations and cultural centres, below is a non-exhaustive list of some of the organizations and facilities open to members of the Black community in Edmonton. The role that the AMCC will fulfill is to provide a central hub for organizations, such as the ones listed below, working in partnership to facilitate their programming needs and their future development.

## REQUIRED APPROVALS:

The project is in the pre-design phase and the primary required approvals will be related to project funding and fundraising efforts, and the City of Edmonton regarding the use of the selected site. Subsequent steps of the project development will include required approvals from the City of Edmonton regarding steps such as zoning, permitting (development and building), and any required environmental assessments.

### Africa Centre

Emmanuel Onah - *Director, Operator and Youth Programs*

Samuel Juru - *Executive Director*

Firmin Guelade - *Board Secretary*

Noora Badr - *Board Director*

Imad Satti - *Board Director*

### City Departments:

Urban Planning and Economy

Integrated Infrastructure Services

City Operations

### City Representatives:

Tenchoe Dorjee - *Strategic Planner*

Susan Mernier - *Supervisor, PM*

Rocky Pilisko - *Neighbourhood Resource Coordinator*

### CNEORM Services Ltd.:

Nneka Otogbolu, *Project Lead*

Dr. Collins Ugochukwu, *Project Lead*



## B3 ORGANIZATIONS

1. National Black Coalition of Canada Society - Edmonton
2. United Black People of Canada (UBPC)
3. Black Business Ventures Association
4. Afro-Canadian Entrepreneur Association
5. BCW in Action
6. Africa Centre
7. YEGTheComeUp
8. African Canadian Civic Engagement Council (ACCEC)
9. African Diaspora Nonprofit Network
10. Edmonton's Black Community Fund
11. Black Owned Market, Edmonton-(BOM YEG)
12. Black Research Network Initiative
13. Black Boys Code - Edmonton Chapter
14. Black Business Edmonton
15. Ribbon Rouge Foundation
16. The Financial Empowerment Initiative
17. Alberta Black Therapist Network
18. Sinkunia Community Development Organization
19. KULAN

## BLACK CULTURAL ORGANIZATIONS

1. Africanival
2. Eritrean Community Association of Edmonton (ECAE)
3. Nigerian Canadian Association of Edmonton
4. Somali Canadian Edmonton and Rural Development Org.
5. Yoruba Cultural Association of Edmonton
6. Ghana Friendship Association of Edmonton
7. Council of Canadian of African & Caribbean Heritage
8. Jamaica Association of Northern Alberta - JANA

## GOVERNMENT AND CORPORATE INITIATIVES

1. Anti-Racism Advisory Committee
2. Edmonton Community Foundation (ECF)
3. Canadian Imperial Advantage - Black Business Advancement Program
4. BIPOC Foundation - Prairies Economic Develop. Canada
5. FOCAS Canada
6. Action for Healthy Communities Society of Edmonton
7. GoA - Ministry of Immigration and Multiculturalism
8. Edmonton Chamber of Voluntary Organizations (ECVO)
9. Family & Community Support Services Association of Alberta (F.C.S.S.)

▲ Map of B3 Organizations, Black Cultural Organizations and Government & Corporate Initiatives



ENVIRONMENTAL SITE ANALYSIS

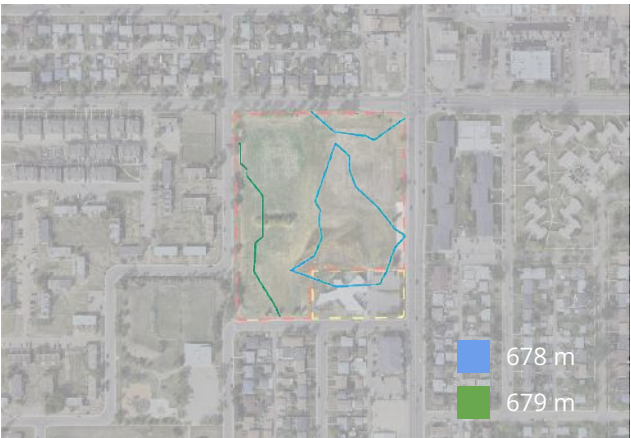
The site is relatively flat with a one metre change of elevation over the six acres. As the former location of Wellington school, the site is a **brownfield** redevelopment and has existing site services of gas, water, sewer, and power. An environmental survey was completed in past studies for the centre, however, a new survey should be conducted upon approval of project funding as there have been changes to the site with the new Calder library.

The predominant wind direction on site are westerly and north-westerly with 15 hrs a day of natural light in the summer and only 7.25 hrs in the winter. These environmental factors will be taken into account when designing outdoor program areas and activities.

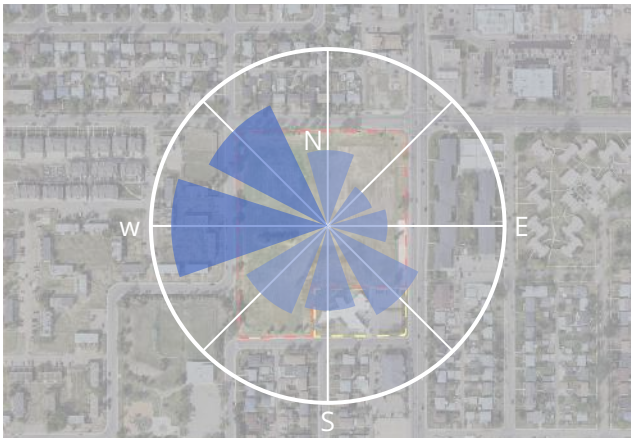
DEMOGRAPHIC SITE ANALYSIS

The 2019 Edmonton Municipal Census collected information on population and age of Edmonton residents. The chart below summarizes the neighbouring communities that have immediate access to the site, Athlone, Calder, Kensington, and Wellington along with the population.

We were able to engage with about 10% of the total population of Athlone community. The current census data shows that there is a mix of older and younger residents in the area. This supports the fact that AMCC needs programs and services that can service all ages.



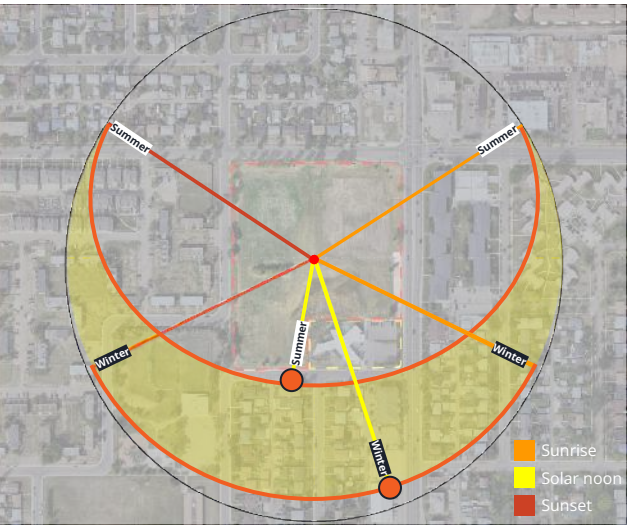
▲ Topography



▲ Wind Path

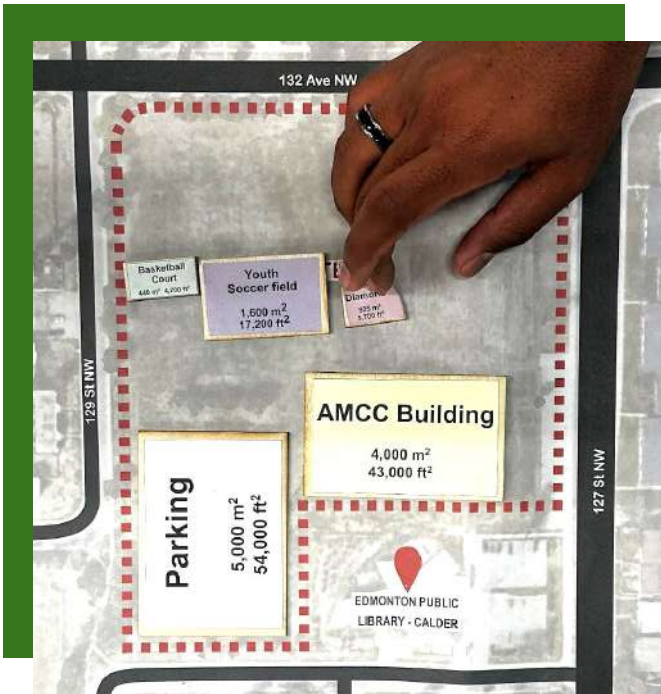
Athlone Community		Area 1 Community	
	Population	Neighbourhood	Population
0-4	133	<b>Athlone</b>	3,156
5-9	157	<b>Calder</b>	4,046
10-14	149	<b>Kensington</b>	3,678
15-19	159	<b>Wellington</b>	3,194
20-24	194	Lauderdale	2,821
25-29	186	Rosslyn	3,062
30-34	209		
35-39	204		
40-44	200		
45-49	180		
50-54	208		
55-59	262		
60-64	242		
65-69	171		
70-74	83		
75-79	78		
80-84	30		
85+	44		
Prefer Not to Answer	267		
<b>Total</b>	<b>3,156</b>	<b>Total</b>	<b>19,957</b>

▲ 2019 Edmonton Municipal Census by City of Edmonton

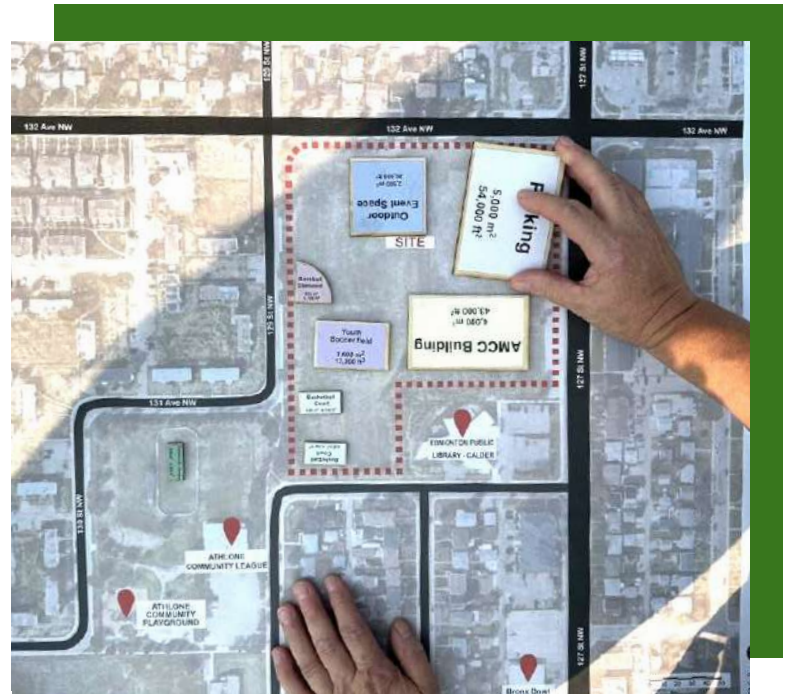


▲ Sun Path





▲ Athlone Community League Day • September 16, 2023



▲ Athlone Community League Day • September 16, 2023

### SITE DESIGN AND PROGRAMMING: WHAT WE HEARD

Working through the public engagement sessions the following list of objectives were noted in site design relationships and functional program and services relationships.

#### Program & Services Objectives: What We Heard

1. Plan culturally inclusive spaces creating comfortable environment to explore and learn culture.
  - Incorporate elements from various cultures in the design, ensuring representation is diverse.
  - Ensure that spaces have easy access for all people.
2. Provide new programs and services to the communities with no overlaps and with ways to share resources, including volunteers.
3. Create an indoor space for winter activities.
4. Develop strong partnerships with local community leagues, businesses and residents.

#### Exterior Design Objectives: What We Heard

1. Maintain strategic and functional relationship with the fire hall, EPL-Calder, and Athlone Community Centre.
  - In order to have strong partnerships with the local community, it was expressed that maintaining a close and amicable relationship with these entities is an important success factor.
2. Keep the fire hall in a strategically advantageous location.
  - A new fire hall is to be built on the site and the AMCC and the fire hall should be co-designed.
3. Create a strong relationship with existing outdoor spaces in and around the site.
  - The nearby playground, ice rink and rentable spaces from Athlone park and community centre should be utilized by and in collaboration with the AMCC.

### SCOPE OF THE PROJECT

The scope of this project discusses the planning, program development, community engagement, governance plan, and business case for a 4161m<sup>2</sup> cultural community centre designed for the African-Descendant community. The building is to be located in the Athlone community at the former site of the Wellington school, adjacent to the Calder Library.

### OUT OF SCOPE

Out of scope for this report are the soil and site conditions of the project site. The last time soil conditions were reviewed were in the 2015 and that scope should be revised in the early design phases of this project based on the siting of interior/exterior building and programs as there has been development on the project site since that time. This report also focuses exclusively on the Athlone and adjacent communities engagement, where another firm was contracted to create a specific engagement with people of African descent within Edmonton. The findings of which are incorporated into this report for a comprehensive understanding of the project requirements and critical success factors. As this business case is in project feasibility stage, functional program layout and adjacencies are excluded.

### PROJECT SCHEDULE AND PROJECTED PHASE COST

	PHASES	Estimated Investment [thousands of dollar]	DURATION	START DATE	RESPONSIBILITY
1	Resourcing: Funding sourcing and Grant applications for project. Consulting team in place for planning and design.	In Development	Until Project Completion	Spring 2025	Africa Centre & Strategic Partners
2	Write Initial/Preliminary Business Case and secure funding	\$200	1 year	Fall 2023	Africa Centre
3	Pre-design Phase	\$200	2 years	Spring 2025	City of Edmonton, Africa Centre
4	Schematic Design	\$300	6 months	Fall 2025	Consultant Group, AMCC Steering Committee
5	Design Development	\$600	3 months	Winter 2025	Consultant Group, AMCC Steering Committee
6	Contract Documents	\$2,000	6 months	January 2026	Consultant Group, AMCC Steering Committee
7	Construction	\$40,000	2 years	Summer 2026	Consultant Group, Contractor, AMCC Steering Committee
8	Post Construction, Furniture & Equipment & Occupancy	\$500	6 months	Summer 2028	Africa Centre, B3 Organizations, AMCC Staff
9	Ongoing Program Development and Continued Operation	TBD	Life of the building	Fall 2028	Africa Centre B3 Organizations AMCC Staff

▲ Table 2-2

## CRITICAL SUCCESS FACTORS

Critical success factors for the AMCC project include:

- 1) Adequate project funding
- 2) Approval from the surrounding community
- 3) Approval from bylaw and zoning governing bodies (City of Edmonton)
- 4) That the site is not found to be dangerous or unserviceable for whatever reason
- 5) That there are enough users and visitors of the AMCC to justify and fund its continued operation.
- 6) That the building is adequately and responsibly staffed to run programs and manage the facilities

## STATEMENT OF PUBLIC USE

The AMCC will be highly accessible. **The AMCC welcomes people of all ages, interests, incomes, and abilities.** The AMCC will be open to the public, with similar accessibility policies to a City of Edmonton recreation centre. The AMCC will offer services and programming specific to people of African descent within the city and Alberta region and will highlight their unique cultural and historical contributions.

To ensure maximum accessibility, like a City of Edmonton recreation facility, guests can pay a drop-in fee or membership fee for access to the facilities and to take advantage of the programs offered. Different membership options can be offered for different demographics and income levels (youth, adult, senior, family, etc). Additionally, a subsidized or sliding scale fee is also an option for lower income community members.



▲ Athlone Community Engagement Focus Group • October 4, 2023



# 2.1 Project Goals & Benefits/Outcomes

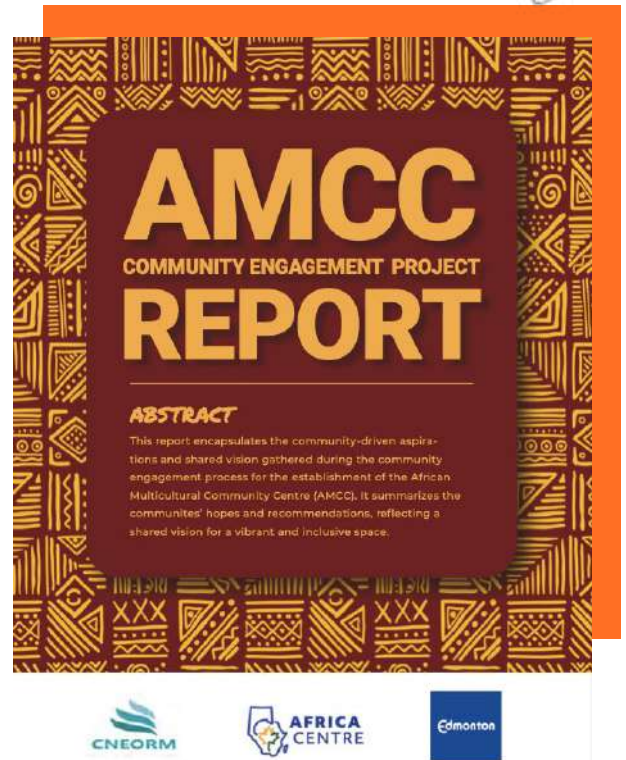
## PROJECT GOALS

The African Multicultural Community Centre (AMCC) seeks to be a beacon for Edmontonians of African descent, fostering unity, celebrating diversity, and acting as a cultural hub for all to enjoy. It represents the vibrant tapestry of cultures, histories, and aspirations of the African community in Edmonton and Alberta. This centre, envisaged to be established on the former Wellington Junior High School site, will be a nucleus encapsulating Edmonton's African-descent community's rich and diverse heritage. It will comprise facilities such as a cultural centre, community services, offices, and educational and recreational spaces.

There was an alignment in what we heard during our engagements with the Athlone community members and what CNEORM heard during their engagement of the African descendant communities. According to the CNEORM "AMCC Community Engagement Project Report", a majority (62%) of survey participants described their vision for the centre as "a **place of celebration and community integration**, showcasing to the Edmonton community the wonders, excitement, and rich cultural heritage of our Black communities". Some survey participants also expressed that the AMCC should be a place where African cultures, traditions, and heritage can be expressed.

We heard from town hall participants that the AMCC should be a hub that represents people of African descent. Participants discussed a desire for:

- A reflection of culture and heritage through artwork, flags for different countries, food, games, etc.
- A place where non-Black people can become familiar with African and Black culture.
- A library with African literature, including the history of the **Pre-Colonial Era**.



▲ Cover Image from CENORM AMCC Community Engagement Report



▲ AMCC Calder Library Engagement • September 29, 2023

## BENEFITS AND OUTCOMES

The AMCC will serve as an essential cultural landmark and community hub for the African descent community in Edmonton. Currently, the nationally-recognized Africa Centre does not have the space, resources, and facilities necessary to serve its community to the best of its ability. The original Business Case, performed in 2015 in conjunction with the City of Edmonton, was intended to serve as a foundation for the AMCC, but the project was paused in 2018. With the building of the Calder Library on the site and now the imminent Fire Hall, the primary concern of Africa Centre is that they will be pushed out from the site or made to compromise on much-needed space and resources.

The primary and overarching focus was on the shared vision and hopes for what the AMCC facility could be. The communities expressed expectations that went beyond just a physical space; **they envisioned a place where their dreams and aspirations could come to life.**



▲ Athlone Community Engagement Focus Group • October 4, 2023



▲ AMCC SMART Start • August 30, 2023

*"Black business communities have faced significant barriers in accessing traditional avenues for growth and support. Today's investments will help enable our vibrant communities, both big and small, to contribute to a Canadian economy that is more inclusive, more just and more prosperous – both now and for future generations."*

*-The Honourable Mary Ng, Minister of International Trade, Export Promotion, Small Business and Economic Development*



In summary, a number of needs and requirements for the facility were identified - **The top three tangible benefits are listed below** - for the African-Descent community, the communities of Athlone and surrounding, and well as benefits that the facility brings to the wider citizens in Edmonton. These are the key Returns on Investment that arise from the development of this facility.

- 1) **Entrepreneurial opportunities and incubator spaces.** Africa Centre's Entrepreneurship Empowerment Program is growing, offering **youth employment and skills training, entrepreneurs skills training, coaching and counselling, and bridging partnerships and access to capital.** Soon, Africa Centre will be developing incubator and accelerator programs, as well as spaces for a cafe and/or restaurant, which will be offered at the AMCC. By offering spaces for startup businesses and by partnering with organizations passionate about supporting black communities and entrepreneurship in Alberta, including BDC, the City of Edmonton, and Prairies Economic Development Canada, the AMCC can become a **central space for innovation and business in Alberta and Canada.**
- 2) **Provide childcare and after-school programming to community members.** Athlone is a young community, with nearly 60% of people under 44 and many of them with young children. With the presence of the library, the fire hall and the AMCC, the Wellington area is expected to increase in its level of safety and accessibility, which will in turn attract more young families to the area. In engagements with Edmonton Fire Services, Fire Chief David Lazenby expressed the potential for this fire hall to offer more than traditional services, including recreational programs and programs for youth. We believe that there will be a greater demand for childcare and youth programming in the area, which the AMCC will provide, either by offering its own in-house programming or leasing space to a daycare organization. This will be an important source of revenue for the centre.
- 3) **Provide recreation opportunities.** The Grand Trunk Fitness and Leisure Centre is the closest city-owned recreation centre, at 2.4 km away from the site. Monetizing recreation access—from memberships to space and equipment rentals, to sporting events and drop-in programs—would be a source of revenue for the AMCC. While Africa Centre would not be the only entity to benefit, their current sports and youth programs are being run out of leased city-owned facilities. Having a **centralized location for programs would in the long-term help to keep costs low as it would void the need for leasing agreements.** In our engagement sessions, nearby community leagues expressed a desire to rent the AMCC's facilities and equipment as well, providing more sources of revenue and community partnerships.





# 3 Strategic Alignment

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# 3.0 Strategic Alignment

Edmonton is a diverse, thriving, and growing city. Our city's strength lies in our connectivity and in the diversity of our population. Most of Edmonton's population growth is a result of immigration, and in the City's Strategic Plan for 2065, this number is expected to only increase.

The AMCC is closely aligned with many of the City's stated strategic directions and the Centre would not only serve as a destination for the African Descent community, but would articulate the City's commitment to creating a city that residents can feel proud to be a part of and express the City's commitment to diversity, social justice, and multiculturalism. The AMCC will solidify Edmonton's position as a forward-thinking and cosmopolitan hub in the national and international landscape.

**Edmonton City Plan<sup>4</sup> has 6 Guiding Values that articulate how Edmontonians want to experience their future city and form the basis for the Plan's policy statements.** These Values align with the vision of Africa Centre of creating opportunities for access and full participation of people of African descent within Alberta's communal life.

- I want to BELONG and contribute
- I want to LIVE in a place that feels like home
- I want opportunities to THRIVE
- I want more ACCESS within my city
- I want to PRESERVE what matters most
- I want to be able to CREATE and innovate

***"Edmonton fosters wellness and mental health by providing opportunities for all people to engage in community life and supporting those who are isolated or marginalized"***

***-Edmonton City Plan***

## 1) We want to BELONG and contribute

Many people of African descent come to Edmonton every year and this number is expected to grow. The AMCC will be a primary point of connection for many of these people, a hub that would provide opportunities for people of African descent to engage in community life, receive support, and also give back to their community and to Edmonton as a whole. Africa Centre is the preeminent hub for the African community in Edmonton and the Alberta region, but they currently don't have sufficient space to hold events, programming, and adequately run their outreach services. The AMCC would not only serve newcomers, individuals, and families of African descent by providing services and programming, but it would give Edmontonians at large an opportunity to contribute to and integrate with other community groups within their city. The facility will enhance the Athlone neighbourhood, providing new facilities and programs for residents in the area and beyond.

As is suggested in the *City Plan*, an integral part of a healthy Edmonton is an active community that celebrates its diversity and unique identity. The City aims to enhance existing and identify new cultural facilities to provide diverse multicultural and social opportunities. The AMCC will stand as a symbol of Edmonton and Canada's respect for diversity, social justice, respect, equality, and inclusiveness. The AMCC will authentically represent the African community, its people, its history, and its values and inspire pride and deep respect for one's community.



***"1.3 Edmonton's city design fosters a sense of place by celebrating our unique attributes, diversity and opportunities within the region."***

***-Edmonton City Plan***

***“1 Edmontonians feel safe and secure in their communities and benefit from public spaces and infrastructure that support health and wellbeing.”***

***-Edmonton City Plan***

## **2) We want to LIVE in a place that feels like home**

Home, for many people, is a feeling of being in a place where you feel safe and comfortable, surrounded by people who care about you and value your voice and your contributions. The AMCC will primarily be a place of belonging, where African culture is celebrated and connections are strengthened. The AMCC will be a place of belonging for black community members, fostering social inclusion and diversity and feelings of connectedness with place and people. AMCC programs will include childcare services, counselling, gender equity initiatives, Black youth empowerment, and seniors programs, all of which align with the stated aims of the City.

## **3) We want opportunities to THRIVE**

Black entrepreneurship is growing! Part of being engaged with one's community is having opportunities for economic empowerment and integration. Africa Centre currently offers various programs for economic leadership, such as scholarships, entrepreneurship programs, and an incoming accelerator and incubator program. A goal of the COE is to “hold 70% of total regional employment in Edmonton” (*Edmonton City Plan*). In order to support local entrepreneurs and to keep business within the city limits, Edmonton needs to provide conditions to grow local talent, ideas, and innovators. The AMCC will provide incubating spaces and supports for black artists and innovators in Edmonton and will support Africa Centre's current Gender Equity program, their scholarships program, Digital Skills Training program, their Inspire Hub, and more.

## **4) We want more ACCESS within our city**

A critical objective for the City is to lower barriers of access for marginalized or low income groups to community facilities. Working with the City, the AMCC will continue and expand Africa Centre's essential work of connecting community members to services and providing advantages to people who might otherwise have difficulty accessing programs and services, through its scholarship programs, its recreational, seniors, and youth programming, and arts and cultural events. The facility will offer recreational and arts and culture programming not otherwise available in the surrounding community. The location of the AMCC in a central residential neighbourhood is a critical component of project success as it will be highly visible and accessible by Edmonton's existing public transportation services. Its proximity to the Calder Library and to the Fire Hall will give rise to more fruitful relationships with the City, City Services, and the community at large.

***“4.1.3.2 Provide services and programs that reduce barriers for low income residents to community recreation facilities...”***

***4.1.3.3 Improve efficiency and effectiveness of programs and services in collaboration with other orders of government, community organizations or citizens' Groups.”***  
***-Edmonton City Plan***

***“Edmontonians, entrepreneurs and investors have opportunities and supports to grow a diverse and resilient Economy...”***

***3.1.3.4 Partner with organizations that promote and support equity and entrepreneurship in the Community.”***

***-Edmonton City Plan***



***“Edmonton protects and enhances its image and identity through heritage...”***

***5.2.1.6 Incorporate and reflect the diverse heritage of local communities through stories, structures and spaces.”***  
**-Edmonton City Plan**

**5) We want to PRESERVE and forge into the future what matters most**

What do we value about Edmonton today? Our diverse heritage and our inclusivity are our strengths and it's important that we preserve these foundational features so that future generations remain open-minded, flexible, and innovative. The AMCC will be a visible expression of the respect and value that the city holds for people of African descent, and will contribute to the city's growing and evolving story, making visible the vibrant legacy of its diverse people. The AMCC will help to preserve and express the culture and vision unique to people of African descent within Edmonton, and will help to build connection between these communities and all people throughout Edmonton.

**6) We want to CREATE and innovate**

Africa Centre is already a recognized leader within the community and the AMCC would expand upon and buttress this position of leadership within the city and nationwide. Edmonton's reputation as a forward-thinking, diversifying, and creative city will be enhanced by the AMCC project, the first of its kind in Western Canada. The AMCC will be a space for innovation and creative problem solving that welcomes Edmontonians from all walks of life and emphasizes the contributions and unique character and legacy of the African descent community. The AMCC will support innovation by leveraging and celebrating our differences, while building connection and community through shared understanding and vision.

**ALIGNMENT WITH COMMUNITY GROUPS' MANDATE AND VISION**

As a not-for-profit, the leadership of Africa Centre sees their roles as stewards of the Black community in Edmonton and thus stewards of the AMCC project. In their strategic direction, Africa Centre, or the Council for the Advancement of African Canadians in Alberta, aims to best serve their community and to respond to the needs of Black people in Edmonton and the surrounding region.

The strategic direction of Africa Centre will be bolstered by the AMCC, and the AMCC in turn will support the vision and intentions of the African descent community.

Africa Centre's 2021-2026 Strategic Goals focus on catering to the “[Africa descent] community and developing our resources to ensure that every need is met for all community members, from toddlers to seniors.” (2021-26 STRATEGIC PLAN, Africa Centre).

Below are the strategic Goals of the organization. While all the Goals will be fostered by the AMCC project, key objectives that are especially relevant have been bolded.

- 1) **Foster a sense of belonging within the African community.**
- 2) **Develop a common understanding of the meaning of culture and identity**
- 3) **Create a physical presence and space for Africa Centre**
- 4) **Reduce social isolation and facilitate intergenerational cultural preservation.**
- 5) **Provide a nurturing environment among African-descent youth that fosters healthy relationships, inclusivity, and resilience.**
- 6) **Facilitate culturally relevant and affordable early learning and child care programs.**
- 7) Promote gender equality and advancement of women
- 8) **Improve employment opportunities through skills development and career support.**
- 9) Influence and improve the settlement experience and outcomes through partnership support.
- 10) **Contribute to economic inclusion by strengthening the African descent business sector.**
- 11) **Strengthen organizational diversification and financial growth**
- 12) Build and maintain effective and efficient governance systems
- 13) Ensure sound decision making through the organization
- 14) Embed leadership excellence as a foundational value across all organizational functions

# 4 Needs Assessment

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# 4.0 Needs Assessment

## OPERATIONAL CONDITIONS

The site selected is the former Wellington Junior High school which, until its demolition in 2016, housed one of the largest Black-led organizations in Alberta: Africa Centre. The school site offered amenities that provided enhanced the a non-profit's programming, such as the use of a gymnasium to promote volunteer-led activities such as homework clubs for children and a community basketball program to serve the African community<sup>9</sup>. The classrooms were serviceable for meetings and teaching programming. The use of this facility offered a walkable, residential-neighbourhood hub with a focus on African culture that was well connected via public transport and had plenty of opportunities for parking.

Since the demolition of this hub, Black-Serving non-profit organizations have had to follow a **Decentralized Service Model** to suit their diverse needs. Typically the organization's administration will work in an office building or in a residential home while incurring the costs of renting out facility space to service their public-facing programming. The disadvantage this presents over the previous **Central Hub Model** is that it deemphasizes the sense of **Placemaking** and community that is the vision of the centre. Through the renting of amenity spaces like gyms and meeting spaces, etc, the organizations are missing an opportunity to promote a community-focused public face for Black Albertans and the diverse cultures they hold.

## FACILITY PRIORITIES

African Descendant community engagement and Athlone Community engagement sessions led to the discovery of several facility priorities for the ongoing building development. The engagement took place through online and in-person surveys, **Town Halls**, virtual meetings, as well as the development of focus groups to discuss both what the facility priorities were in the 2015 business case and how they may have been adjusted for today.

Through the engagement process, the following programming priorities for the new facility development: Sporting Activities, Green Spaces, Cultural Programming, and Education/Mentorship.



▲ AMCC Calder Library Engagement • September 24, 2023





▲ AMCC SMART Start Continuation • September 7, 2023

## FACILITY PRIORITIES CONTINUED

**Sporting Activities:** Africa Centre offers sport leagues such as community basketball and events like the All Africa Soccer Tournament and Games within its programming now. However, these events take place across the city rather than in a central location. Having sports facilities and equipment in the centre to ensure people of African descent are able to showcase their talents in sports without barriers.

Engagement sessions indicated that the following sporting activities and facilities were needed for the centre:

- Basketball / Indoor and Outdoor Basketball Courts
- Soccer / Soccer Field
- Hockey / Indoor Floor Hockey Court
- Baseball / Baseball Diamond
- Dance and Exercise Programs / Indoor Gymnasium
- Pickleball / Indoor and outdoor courts

**Green Spaces:** Having sports facilities and equipment in the centre to ensure people of African descent are able to showcase their talents in sports without barriers was listed of vital importance to the community. In addition, as this area is currently park space, there was a lot of comments from the community about preserving green/park spaces at the site as well as providing recreational activities.

**Cultural Programming:** The heart of the facility vision is to be a hub for the African Descent community, survey participants highlighted the integration of cultural programming as an essential part of the new facility. Cultural programming can take place through a variety of mediums including language programs, classes on arts, traditional dances, pottery and music. The following items were listed as programming requirements or values that were important to the survey group.

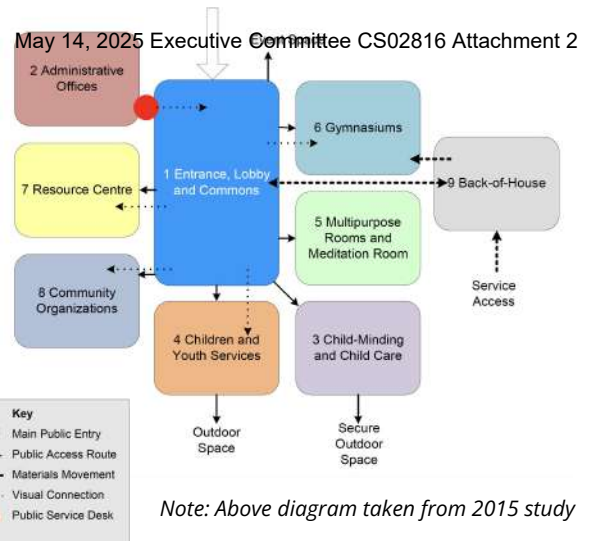
- Arts and Cultural Programming (Dance, African Cultural Days, Basket Weaving, Painting, Cooking)

- Intergenerational mentorship and knowledge transfer (Cultural Storytelling, Folklore, African/Caribbean Literature, Women Support Groups, Men Support Groups, Kids Learning from Seniors, Sharing Circles)
- Welcoming space with appropriate programming for all ages
- Family support & activities to engage youth/kids

**Mental Health and Wellness supports:** The CNEORM report found that “no less than 45% perceived that the centre could Contribute to mental health and wellness through youth and family programs. People emphasized the importance of having resources and support for emotional well-being within the proposed AMCC facility” (p.6).

**Education and Mentorship:** CNEORM survey participants generally expressed the need to address economic disparities for the African descent community by providing services to help community members create wealth, with “about 60% of respondents indicat[ing] that workshops/events on financial literacy and economic empowerment would be most valuable for individuals and families within Edmonton's communities of African descent” (p.6). In order to better address these needs, Africa Centre will require group spaces to enhance programming offerings. These were some of the ideas that were heard from community members:

- Financial Literacy Support
- Business and Entrepreneurship Support
- AMCC Partnerships with Agencies for Foreign Credential Recognition and Entry into Labour Market
- Creation of AMCC Credit Unions
- A Central Hub for Support
- Education and Settlement Supports
- Family Support and Group-Specific Programming



### FACILITY PROGRAMMING COMPONENTS - 2015 - 2023

In 2015, 10 functional program components were identified and developed with over 100 people involved with in the programming engagement.

In 2023, a total of 15 programming components were identified and categorized in seven distinct programming groups, listed below, based on the factors found from the community engagement sessions. 608 people participated in the Athlone community and the African Descendent community engagement.

2015 COMPONENTS	2023 COMPONENTS	2023 COMPONENT DESCRIPTION
Entrance, Lobby and Commons	GATHERING & RECREATIONAL SPACE	This programming group denotes the gathering spaces of the facility for example: the gym, event space, multi-purpose rooms, kitchen, library ecrea
Gymnasiums		
Multipurpose Rooms and Meditation Room		
Children and Youth Services Area	AMCC SERVICES SPACE	This programming group contains the permanent services that the AMCC delivers to the community, like the Resource Centre and the Day care.
Child-minding and Child Care		
Resource Centre		
Community Organizations		
Administrative Offices	ADMINISTRATIVE SPACE	This program group denotes the in-house administrative space as well as the co-working space for rent in the facility.
Back-of-House Functions	BACK OF HOUSE FUNCTIONS	This program group denotes the building support area.
Exterior Space	EXTERIOR FACILITIES	The program group denotes the exterior facility spaces related to outdoor recreation and group gathering spaces.
Not noted in 2015 requirements	COMMERCIAL SPACE	This program group denotes the pop-up and commercial ventures in the AMCC space by entrepreneurs and Black-Led Businesses.
Not noted in 2015 requirements	HOUSING SPACE	This program denotes the request for low-income housing at the facility.

▲ Table 4-1

## 2023 FUNCTIONAL PROGRAM LIST

The engagements with 369 people identified that the general operational programs have not been changed dramatically since 2015. The distinction today is an emphasis on supporting the low income families, senior and youth oriented programs, and outdoor activities.

- **Lobby and Commons** (accommodating a range of informal gatherings, events, celebrations)
- **Multipurpose Rooms** (for workshops, educational training, mentorship, and craft spaces for all ages)
- **Event Space** (for small and large events up to 600)
- **Gymnasium** (for indoor sports, and working out)
- **Information Hub** (for immigrants, mentorship)
- **Library** (cultural component with connections to EPL)
- **Kitchen** (for classes, assist with events, rentals, food bank with a cultural component)
- **Commercial Space** (for local businesses, pop-up shops, and business incubators)
- **Daycare Centre** (for both toddlers and preschoolers).
- **Resource Centre** (for mental health, addiction, and low income families)
- **Low-Income Housing** (for bachelors and families)
- **Administrative Offices** (for the staff running the facility and organizations that are Black-led serving and focused).
- **Back-of-House Functions** (building support area)
- **Exterior** (sports fields, community garden, green space)
- **Outdoor Event Space** (for community gathering)



▲ AMCC SMART Start Continuation • Sept. 7, 2023



▲ Athlone Community Engagement Focus Group • October 4, 2023



▲ Community League Day • September 16, 2023





## PROGRAM LIST DESCRIPTION



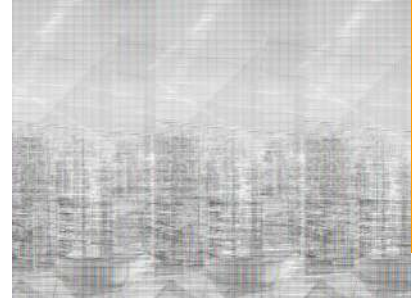
### 1. Lobby and Commons

Including a legacy cultural space, a lounge, an open space for events and reception.



### 4. Gymnasium

It includes an indoor space for various sports such as a pickleball court.



### 7. Library

Cultural component linked with connections to EPL.



### 2. Multipurpose Rooms

Multipurpose rooms for community courses such as cooking, crafting, programming, etc. for all ages.



### 5. Information Hub

For sharing information on social programs and supports for immigrants, and those who seek mentorship.



### 8. Commercial Space

For local businesses and pop-up shops.



### 3. Event Space

An event space for small and large events from 150- to 600 people.



### 6. Kitchen

A community kitchen used for classes, events, and rentals. It also can be used as a food bank with cultural component.

## Program Component Legend

- Gathering Spaces
- Commercial Space
- AMCC Services Spaces
- Housing Space
- Administrative Spaces
- Back of House Functions
- Exterior Facilities

## PROGRAM LIST DESCRIPTION CONTINUED



### 9. Daycare Centre

The child services includes a daycare centre, for both toddlers and children.



### 12. Administrative Offices

For the staff running the facility and organizations that area Black-led serving and focused.



### 15. Outdoor Event Space

For outdoor community gathering space and out of school activities.



### 10. Resource Centre

Including a social service centre, African cultural education resource, and a mental health and addiction resource.



### 13. Back-of House Functions

For building support area.



### 11. Low-Income Housing

For low-income households for bachelor units and family units.



### 14. Exterior Active Space

Including community garden, basketball court, a soccer field, a baseball diamond, parking lot.

## Program Component Legend

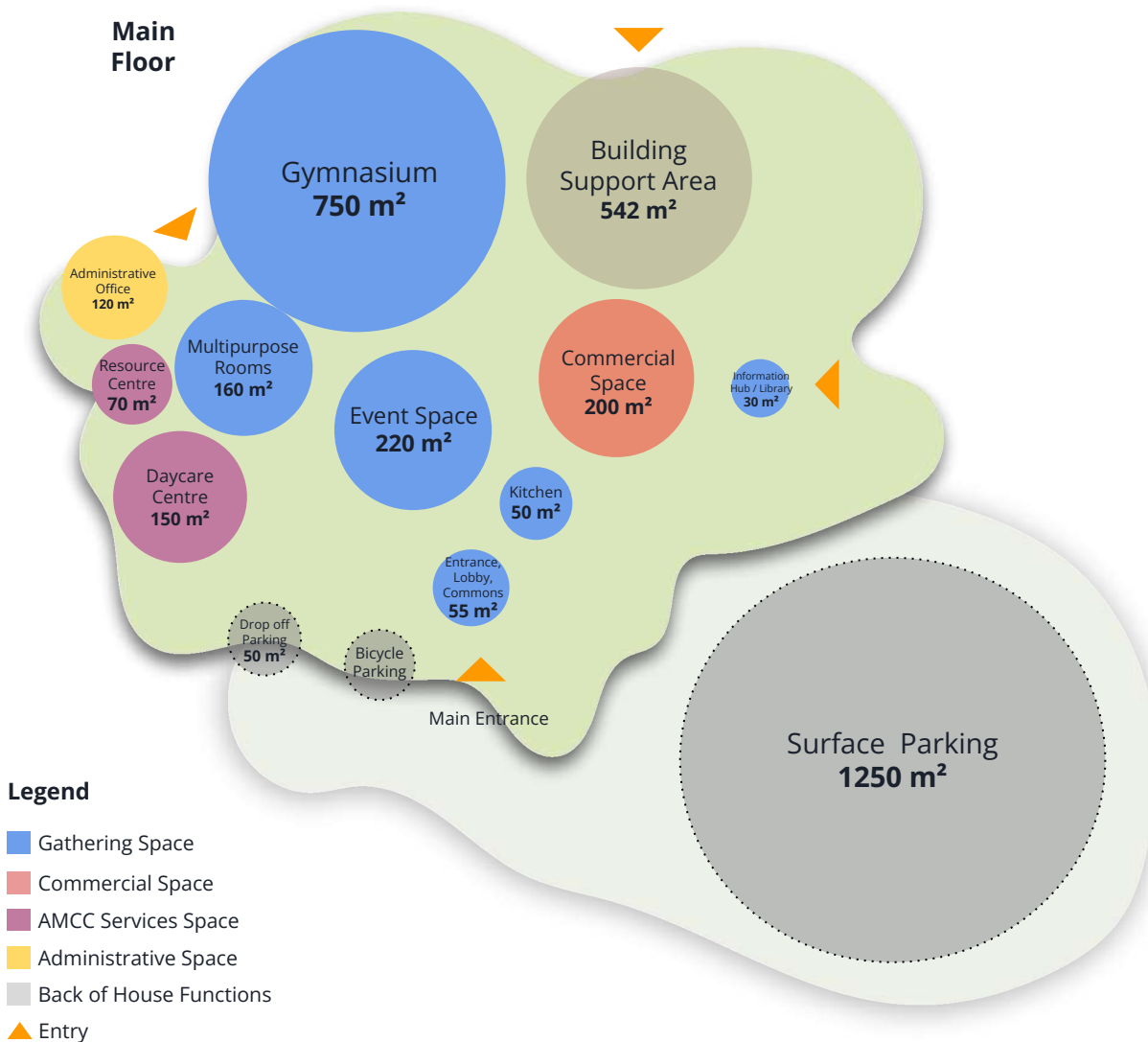
- Gathering Spaces
- Commercial Space
- AMCC Services Spaces
- Housing Space
- Administrative Spaces
- Back of House Functions
- Exterior Facilities

## SCENARIO 1 MINIMUM FUNCTIONAL PROGRAM

We have developed a range of Scenarios to bracket the ways in which the needs can be accommodated on this site. **Scenario 1** is based on feedback from community engagement and metrics on sizes of spaces required to suit the programme components. Illustrated below are opportunities for the community, educational, and cultural programming. This minimal Scenario will provide flexibility in future development while covering all the basic level of accommodations identified through the engagement process. It is envisioned that this would be a one storey building on the project site.

Housing is excluded from this Scenario.

See **Section 6.0** Alternatives for a costing model of this scenario.





## SCENARIO 1 - Minimal Space Program and Capital Budget

The table to the right summarizes the space needs identified during the needs assessment. Summarizing these minimal areas provides spaces for the basic program needs and requires a footprint area of 2347 m<sup>2</sup> or about 25,000 square feet, or just over half an acre. Additionally, outdoor space of over an about 10,000 m<sup>2</sup> or about 110,000 sf or about 2.5 acres.

The overall minimum viable development area for the AMCC is about 3.5 acres which occupies much of the site identified.

The table to the right also summarizes the Class D Capital budget, and it is our view that , based on today's budget, the facility can be completed for about \$27 million.

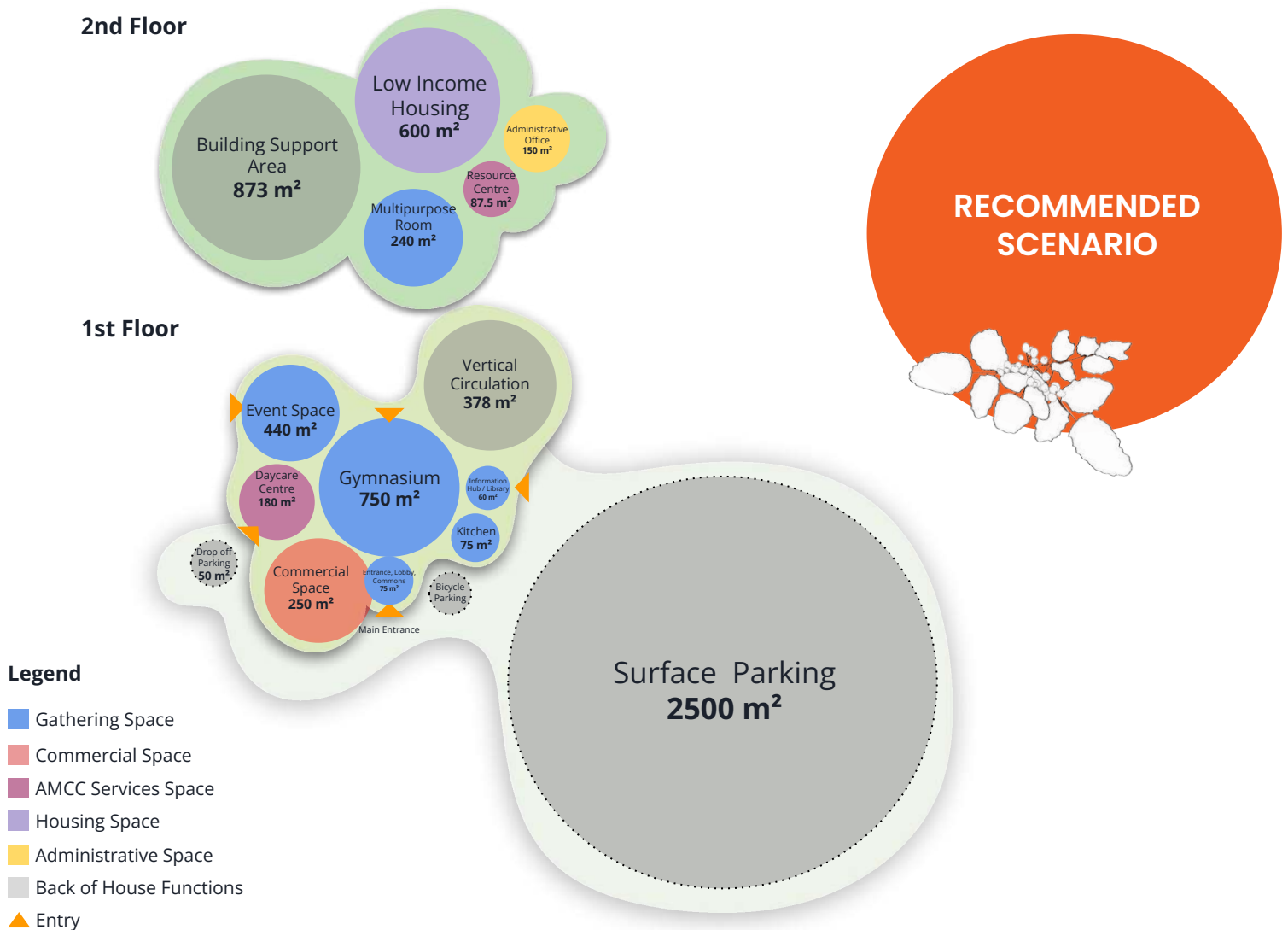
AMCC Building		Option 1		
Program List	Quantity	People	Size (m2/people)	Total Area
<b>GATHERING SPACE</b>				
Entrance, Lobby, Commons	1	25	2.2	55
Multipurpose Rooms	2	25	3.2	160
Event Space - <i>Rooms can be joined into 1 large space</i>	2	50	2.2	220
Gymnasium	1	N/A	750	750
Information Hub / Library	1	10	3	30
Kitchen	1	10	5	50
<b>COMMERCIAL SPACES</b>				
Commercial Space	4	N/A	50	200
<b>AMCC SERVICE SPACE</b>				
Daycare Centre	1	50	3	150
Resource Centre	1	20	3.5	70
<b>ADMINISTRATIVE SPACE</b>				
Administrative office	20	1	6	120
<b>HOUSING SPACES</b>				
Housing Units	0	N/A	0	0
<b>Subtotal</b>				1805
Building Grossing Factor	30%			542
Vertical Circulation	N/A			
<b>Total Building Area</b>				<b>2,347</b>
Allowance for Net Zero	N/A			
<b>Building Cost Factor</b>	\$6,500	m2		<b>\$15,252,250</b>
<b>Parking</b>	<b>#/ (Space)</b>	<b>Area(m2) / Stall</b>	<b>\$/Stall</b>	<b>Parking Cost</b>
Underground Parking	0	35	0	\$0
Surface Parking	50	25	5000	\$250,000
Bicycle Parking	22	1.1	500	\$11,000
<b>Subtotal</b>				<b>\$261,000</b>
<b>Exterior Facilities</b>	<b>Quantity</b>	<b>Unit</b>	<b>Area</b>	<b>Exterior Cost</b>
Youth Soccer Field	1	Field	2,035	2035
Baseball Diamond	1	Field	525	525
Basketball Court	1	Court(s)	436	436
Outdoor Event Space	1	Space	1500	1500
Community Garden	15	Plots	3	45
<b>Subtotal Area</b>				<b>4,541</b>
Cost Per M2				600
Utilities / Infrastructure		allowance		250,000
<b>Exterior Facility Cost</b>				<b>\$2,974,600</b>
<b>Total Opinion of Probable Construction Cost</b>				<b>\$18,487,850</b>
Contingency		20%	of total	\$3,697,570
Soft Costs		12%	of total inc. contingency	\$2,862,250
Furniture and Equipment		6%	of building	\$915,135
GST		5%	of total	\$878,636
<b>Total Project Cost</b>				<b>\$26,641,441</b>

▲ Table 4-2

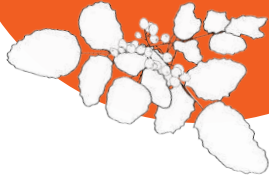
## AMCC BUILDING SCENARIO 2 - Mid-Range

**Scenario 2** presents additional and larger programming spaces to service the community need. This Scenario is envisioned as a two storey building with underground and surface parking. In addition to increased building capacity, eight (8) low income-housing units are added. This scenario satisfies the current and future needs of the communities and provides further social supports for communities, providing a solid foundation for the AMCC.

See **Section 6.0** for a costing model of this scenario.



## RECOMMENDED SCENARIO



### SCENARIO 2 Mid-range Space program and Capital Budget

The table on this page summarizes the program areas that speak to the needs identified for the facility by the community engagement sessions. This represents a building area that is almost twice the size of the previous building, at 4161 m<sup>2</sup>, or about 45,000 square feet. With this facility being on two stories, the footprint may be still around .5 acres.

This option requires underground parking to accommodate the larger number of visitors and staff in the larger facility. A significant incremental investment is needed to accommodate this alternative.

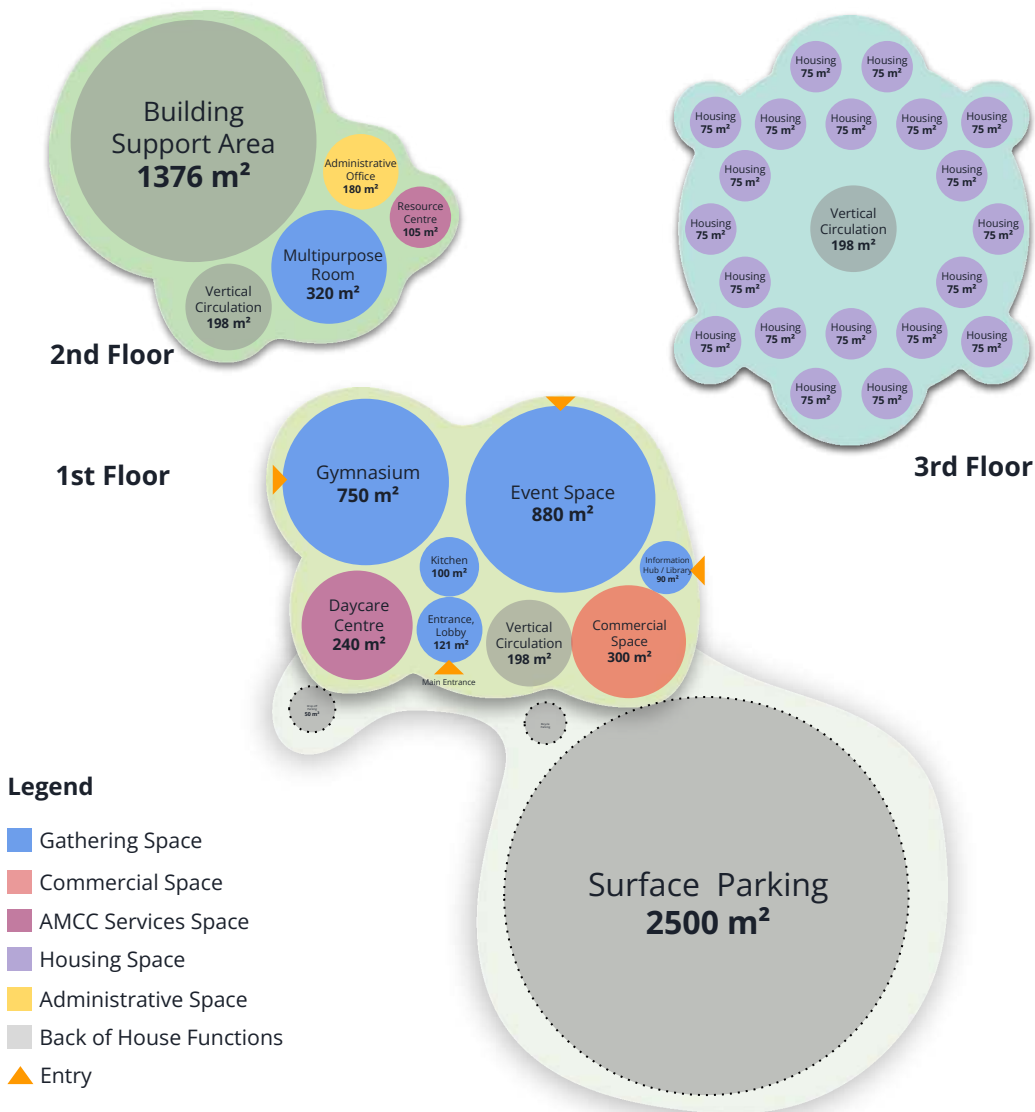
AMCC Building	Option 2			
Program List	Quantity	People	Size (m2/people)	Total Area
<b>GATHERING SPACE</b>				
Entrance, Lobby, Commons	1	35	2.2	77
Multipurpose Rooms	3	25	3.2	240
Event Space - <i>Rooms can be joined into 1 large space</i>	2	100	2.2	440
Gymnasium	1	N/A	750	750
Information Hub / Library	1	20	3	60
Kitchen	1	15	5	75
<b>COMMERCIAL SPACES</b>				
Commercial Space	5	N/A	50	250
<b>AMCC SERVICE SPACE</b>				
Daycare Centre	1	60	3	180
Resource Centre	1	25	3.5	87.5
<b>ADMINISTRATIVE SPACE</b>				
Administrative office	25	1	6	150
<b>HOUSING SPACES</b>				
Housing Units	8	N/A	75	600
<b>Subtotal</b>				2909.5
Building Grossing Factor	30%			873
Vertical Circulation	10%			378
<b>Total Building Area</b>				<b>4,161</b>
Allowance for Net Zero				\$2,500,000
<b>Building Cost Factor</b>	\$6,500	m2		<b>\$29,543,803</b>
<b>Parking</b>	<b>#/ (Space)</b>	<b>Area(m2) / Stall</b>	<b>\$/Stall</b>	<b>Parking Cost</b>
Underground Parking	50	35	87500	\$4,375,000
Surface Parking	100	25	5000	\$500,000
Bicycle Parking	22	1.1	500	\$11,000
<b>Subtotal</b>				<b>\$4,886,000</b>
<b>Exterior Facilities</b>	<b>Quantity</b>	<b>Unit</b>	<b>Area</b>	<b>Exterior Cost</b>
Youth Soccer Field	1	Field	2,035	2035
Baseball Diamond	1	Field	525	525
Basketball Court	2	Court(s)	436	872
Outdoor Event Space	1	Space	1500	1500
Community Garden	15	Plots	3	45
<b>Subtotal Area</b>				<b>4,977</b>
Cost Per M2				600
Utilities / Infrastructure				250,000
<b>Exterior Facility Cost</b>				<b>\$3,236,200</b>
<b>Total Opinion of Probable Cons</b>				<b>\$37,666,003</b>
Contingency		20%	of total	\$7,533,201
Soft Costs		12%	of total inc. contingency	\$5,423,904
Furniture and Equipment		6%	of building	\$1,772,628
GST		5%	of total	\$1,794,669
<b>Total Project Cost</b>				<b>\$54,190,404</b>



### AMCC BUILDING SCENARIO 3 - Expanded Program

**Scenario 3** presents larger programming spaces and services to accommodate the community. This Scenario is envisioned as a three storey building with underground and surface parking with increased capacity for low-income housing. This approach further elevates community living and the mixed-use building approach by including 20 low-income housing apartments, and additional multi-purpose and event spaces to allow for increased capacity in services and programs.

See **Section 6.0** for a costing model of this scenario.



**SCENARIO 3****Expanded Space program and Capital Budget**

The table on this page summarizes the program areas that speak to the needs identified for the facility by the community engagement sessions. This represents a building area that is 50% larger than the size of the previous building, at 5962m<sup>2</sup>, or about 64,174 square feet. With this facility being on three stories, the footprint may be still around .4 acres.

This option requires a larger amount underground parking to accommodate the larger number of visitors and staff in the larger facility. A significant incremental investment is needed to accommodate this alternative.

AMCC Building		Option 3		
Program List	Quantity	People	Size (m2/people)	Total Area
<b>GATHERING SPACE</b>				
Entrance, Lobby, Commons	1	55	2.2	121
Multipurpose Rooms	4	25	3.2	320
Event Space - <i>Rooms</i> <i>can be joined into 1 large space</i>	4	100	2.2	880
Gymnasium	1	N/A	750	750
Information Hub / Library	1	30	3	90
Kitchen	1	20	5	100
<b>COMMERCIAL SPACES</b>				
Commercial Space	6	N/A	50	300
<b>AMCC SERVICE SPACE</b>				
Daycare Centre	1	80	3	240
Resource Centre	1	30	3.5	105
<b>ADMINISTRATIVE SPACE</b>				
Administrative office	30	1	6	180
<b>HOUSING SPACES</b>				
Housing Units	20	N/A	75	1500
<b>Subtotal</b>				4586
Building Grossing Factor	30%			1376
Vertical Circulation	10%			596
<b>Total Building Area</b>				<b>5,962</b>
Allowance for Net Zero				\$2,500,000
<b>Building Cost Factor</b>	\$6,500	m2		<b>\$41,251,700</b>
<b>Parking</b>				
	#/ (Space)	Area(m2) / Stall	\$/Stall	Parking Cost
Underground Parking	100	35	87500	\$8,750,000
Surface Parking	100	25	5000	\$500,000
Bicycle Parking	22	1.1	500	\$11,000
<b>Subtotal</b>				<b>\$9,261,000</b>
<b>Exterior Facilities</b>				
	Quantity	Unit	Area	Exterior Cost
Youth Soccer Field	1	Field	2,035	2035
Baseball Diamond	1	Field	525	525
Basketball Court	2	Court(s)	436	872
Outdoor Event Space	1	Space	1500	1500
Community Garden	15	Plots	3	45
<b>Subtotal Area</b>				<b>4,977</b>
Cost Per M2				600
Utilities / Infrastructure				250,000
<b>Exterior Facility Cost</b>				<b>\$3,236,200</b>
<b>Total Opinion of Probable Cost</b>				<b>\$53,748,900</b>
Contingency		20%	of total	\$10,749,780
Soft Costs		12%	of total inc. contingency	\$7,739,842
Furniture and Equipment		6%	of building	\$2,475,102
GST		5%	of total	\$2,563,690
<b>Total Project Cost</b>				<b>\$77,277,314</b>

▲ Table 4-3

# 5 Target Users & Context Analysis

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# 5.0 Target Users & Context Analysis

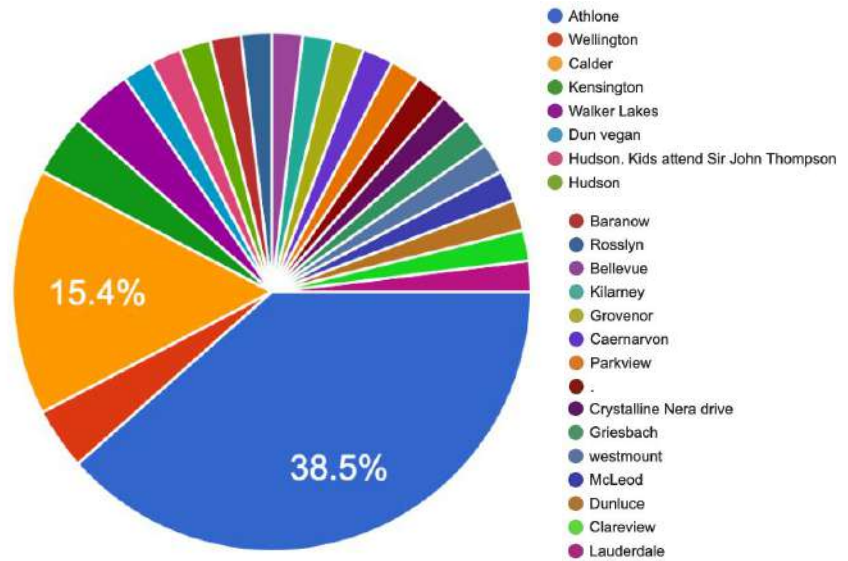
## TARGET USERS

The 2019 Edmonton Municipal Census collected information on population and age of Edmonton residents. The pie chart on the right offers a summary of the demographics of the neighbouring communities that have immediate access to the site. The residents of these neighbourhoods will be served by the AMCC, as well as Edmonton's African descent community. Currently, the closest city-owned recreation facility is Grand Trunk, 2.4 kilometres away from the site.

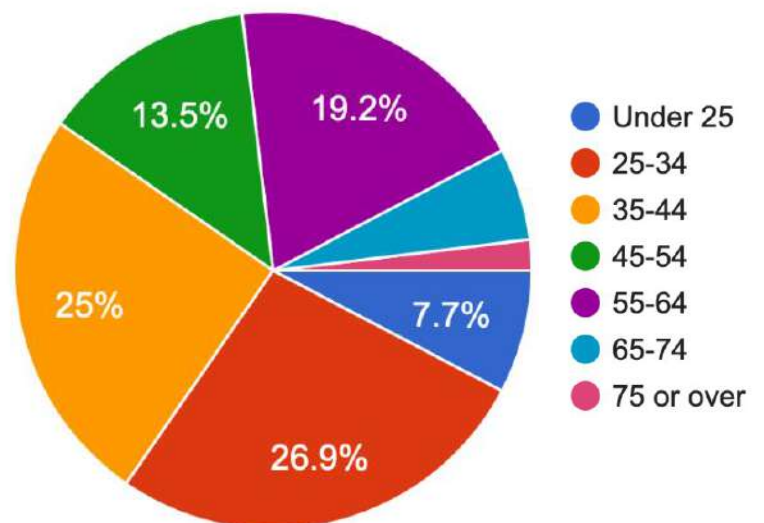
Athlone, Kensington, Wellington, and Calder are surrounding neighbourhoods. In our engagement phase, we were able to engage with about 10% of the total population of Athlone community and hosted multiple feedback sessions with community league members from Kensington, Wellington, and Calder. There is a mix of older and younger residents in the area, which supports the conclusion that AMCC needs programs and services that can service both populations.

In Edmonton's City Plan document, the city projects the population to grow by another one million people in the next forty years. Canada currently has over 1.5 million people of African descent. We can deduce from the population trends of the last twenty years, that the African descent population in Edmonton will continue to grow. Creating a welcoming, culturally-relevant space that is centrally-located and that offers comprehensive programs and services will help to support newcomers as they seek to integrate within Canadian life.

### Question 1 : Which neighbourhood are you from?



### Question 2 : What is your age?



▲ Table 5-1

## CONTEXT ANALYSIS

The AMCC site is situated in north Edmonton, with access to the main road 127th Street NW and 132nd Avenue NW. With its close proximity to the Edmonton Public Library (Calder), this is a mature neighbourhood with a predominantly young demographic moving to the general area. The site, located in Athlone community, borders three other communities: Wellington, Kensington, and Calder in Area 1.

Athlone is a low-density mature neighbourhood with easy access to retail stores, malls, groceries, schools, a community league, churches and restaurants. Along 132nd Avenue NW and 127th Street NW, there is convenient access to public transportation.

## JUSTIFICATION

This project has a long history; before 2016, Africa Centre was located in the Wellington Junior High. At this point, the organisation had access to a gym, classrooms, and outdoor spaces. In 2015, Africa Centre created a business case to expand their facilities; the project was put on pause and since then, the Calder Library was built and now a new Fire Hall is planned for the space. Africa Centre offers more programs and services than ever before, but their space, instead of growing to meet demand, has only shrunk. The AMCC is a long-outstanding commitment; the space was needed in 2015, and now even more so.

Edmonton has long been a cosmopolitan hub for anti-racism and multiculturalism. In western Canada, Edmonton is the preeminent location for African diaspora and is home to several nationally-recognized movements. Africa Centre, specifically, has been recognized by the Government of Canada for their contributions to the Black community.

## ANTI-RACISM AND BLACK LIVES MATTER

Edmonton has long been known for its multiculturalism. Over the last few years, greater emphasis has been placed on anti-racism specifically as it relates to Black people in North America. The Black Lives Matter (BLM) movement began in 2013 as a response to the acquittal of an American man who killed Trayvon Martin, a 17-year old Black teenager. Since then, the movement has grown in strength and numbers, and Edmonton is just one of five places in Canada with a BLM chapter; other chapters include Vancouver, Toronto, Waterloo region, and New Brunswick.

## NATIONAL FUNDERS NETWORK

As noted on page 10, Africa Centre is the only high-capacity Black-led organization in Western Canada that are a part of [the National Funders Network](#), a federal government initiative to ensure that Black-led organizations make investment decisions in a way that best serves Black communities.



▲ Athlone Community League Day • September 7, 2023



The hope of Africa Centre, and the vision for the project, is to connect with all of these people and provide services tailored to their unique needs and perspectives, while also creating opportunities for residents in the area to access facilities and services.

The AMCC will be the first of its kind in Western Canada—a pan-African community centre in an urban setting. Similar organisations serving people of African descent can be found in Toronto, Halifax, and Quebec, but none of these entities share the exact scope, size, and services that the AMCC will possess.

Though the AMCC will be an unprecedented project in many ways, other municipalities have undertaken similar projects around Canada and the world.

The **Canadian Japanese Community Association (CJCA) Centre** in Calgary was constructed in 2023. The Japanese way of life and culture inspired the building's unique design. The Centre contains a Japanese garden, various Japanese cultural, social and educational facilities, eight affordable-housing units and a daycare. On the second floor, a large auxiliary hall, library, offices and four more suites for students or recent immigrants can be found. The Centre is open to the public, while also offering a membership option in the CJCA. The building will also be sustainable, utilising passive design strategies and technologies. The estimated cost of the building is \$6 million, with much of the funding coming from grant applications to governing bodies and donations from the public.

Another related precedent project is **Sycamore & Oak** in Washington, D.C. This community centre is located in a primarily black neighbourhood and most of its current space is a 'retail village' dedicated to supporting local black entrepreneurs and boasts an outdoor gathering pavilion and a children's play area. In future phases of the project, Sycamore & Oak will expand to include a new town square surrounded by local stores, a mix of affordable senior and workforce housing, an office building, and even a hotel.

Images from top to bottom: [Sycamore and Oak](#) in Washington, D.C., a render of the [CJCA Centre](#) in Calgary, A.B.





## EDMONTON PRECEDENTS

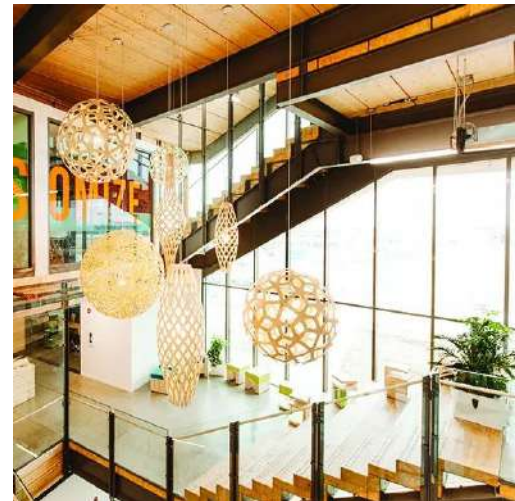
Another related precedent is the **Orange Hub**, located on the west end of Edmonton. The Orange Hub is a centre for non-profit groups that offer programs and services in the arts, recreation, wellness and learning. The building is owned by the City of Edmonton. It provides affordable and accessible spaces for the non-profit sector, while also supporting opportunities that help connect people and build vibrant local communities.



Located in the heart of Bonnie Doon, Edmonton's Francophone Quarter, **La Cité Francophone** is a cultural and community centre as well as the meeting place for Edmonton's Francophone and Francophile community. Inaugurated by the French Canadian Association of Alberta, it was born of a need for a central gathering place for the Francophone people of Alberta. Similar to the vision for the AMCC, La Cité houses both cultural and commercial programming, as well as social, pedagogical, and professional services. La Cité provides the Francophone community with a meeting place from which it can flourish.



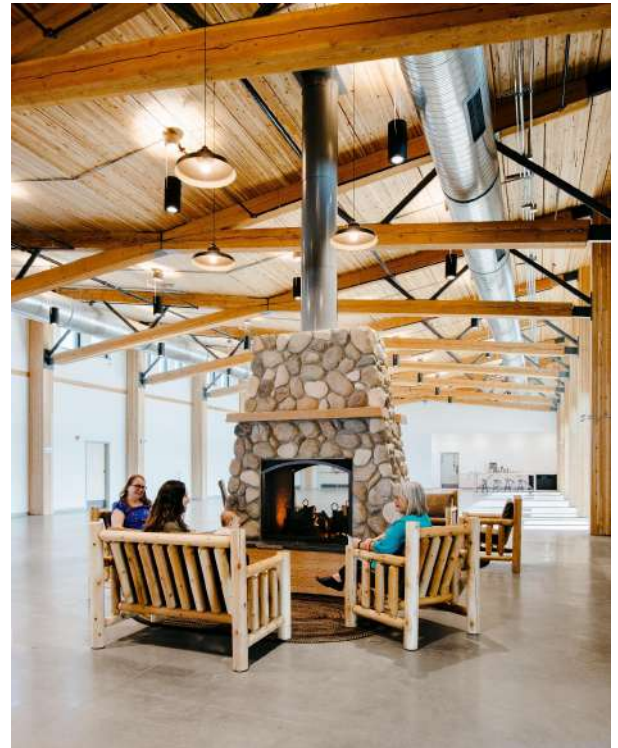
Constructed in 2015, the **Mosaic Centre for Conscious Community and Commerce**, pictured above is located in southwest Edmonton. The building houses an office space for 110 people, as well as a child-care centre, restaurant, wellness centre, games room, and common atrium with bleacher seating. It is the first LEED ® Platinum certified commercial building in Alberta. The Centre is a community space that is economically viable, providing spaces and supports for local startups and is highly sustainable, both from an environmental and economic standpoint.



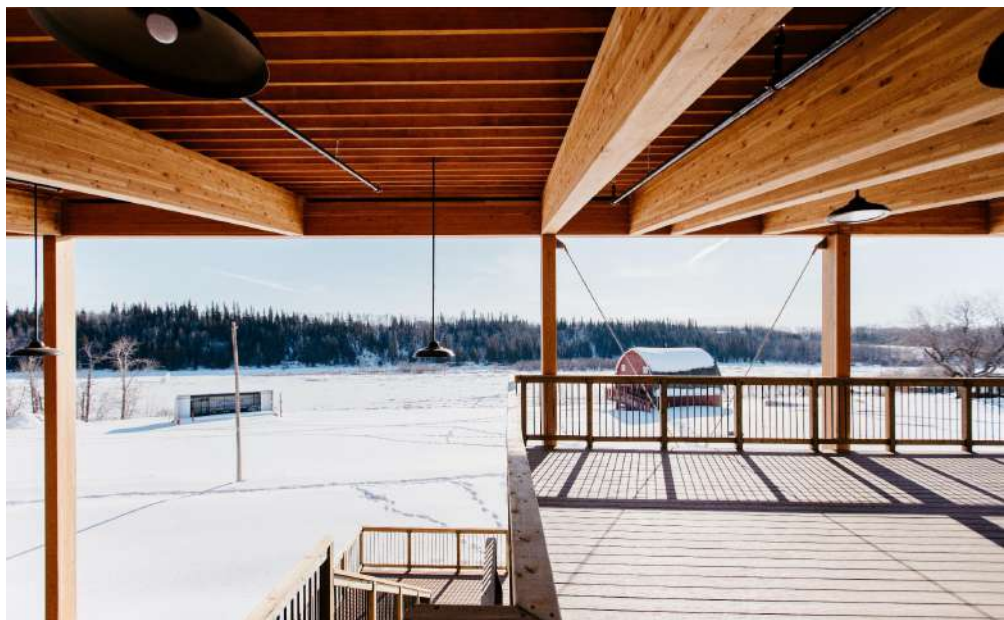


## ALBERTA PRECEDENTS

As Alberta's first major Métis interpretative centre, the **Métis Crossing Cultural Gathering Centre** stands as an essential landmark in the Indigenous and Canadian cultural landscape. Located on the Saskatchewan River, the site has served for centuries as an important river crossing for Indigenous people, missionaries, voyageurs, fur traders and farmers. Now, Métis Crossing is a rich resource for education regarding Métis culture and a vibrant and growing tourist destination that celebrates the culture, history and the contributions of Métis people within Canada and Alberta in an authentic way.



The **Métis Crossing Cultural Gathering Centre** is flexible, inviting, and immersed within the local landscape as a reference to the one room Métis cabin. Glulam columns frame the south-facing exterior, sheltering the large 350-person deck, providing a strong transitional element between the building's interior and exterior that extends land based teachings. The heart of the structure, the gathering space, has access to every program within the building, and to the outside, including adjustable dividing walls to offer flexibility and encourage the flow of people between spaces. The building materials and tones reference the historical structures on site that tell a story of craft and resourcefulness that honour to Métis perspectives.



# 6 Alternatives (Capital & Operating Models)

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# 6.0 Alternatives (Capital & Operating Models)

## ALTERNATIVES (CAPITAL & OPERATING MODELS)

Two **alternatives to new construction** for the AMCC will be explored in this section. The first would be to buy or lease existing space in the city, the second would be to maintain status quo and do nothing regarding the further development of the AMCC.

When leasing or buying existing space for the facility the following values from the community engagement sessions with stakeholders will need to be considered:

- 1) An African-Descendant Community Hub - The community engagement sessions spoke of wanting a bespoke facility to develop a hub and create a sense of place/home. The space should speak directly to the African / Black communities in Alberta.
- 2) Variety of Programming Spaces, both indoor and outdoor available.
- 3) A place within a community neighbourhood. A hub space well integrated into an existing community.
- 4) Improved amount of services like Legal, small businesses, new immigrants and integration, business generation/entrepreneurship
- 5) Onsite Parking
- 6) Accessible to local transit
- 7) Ability to offer low-income solutions through childcare, senior services, and housing.

Throughout the engagement the community spoke about the AMCC having a variety of programs and services available to the African- Descent community within a hub that was **truly their own facility**. The phrase 'we want a place to call our own' was stated several times in the engagement, it was also clear that the space should be integrated into a local community with convenient parking solutions and connections to local transit.



▲ Grand Trunk Fitness and Leisure Centre • October 13-14, 2023

## ALTERNATIVE SCENARIO 1: FIND A LEASABLE SPACE / PURCHASE A BUILDING IN EDMONTON

In this scenario, the AMCC finds a leasable space or purchases a building within the City of Edmonton from which it can run the majority of its programs.

### Advantages to this scenario include:

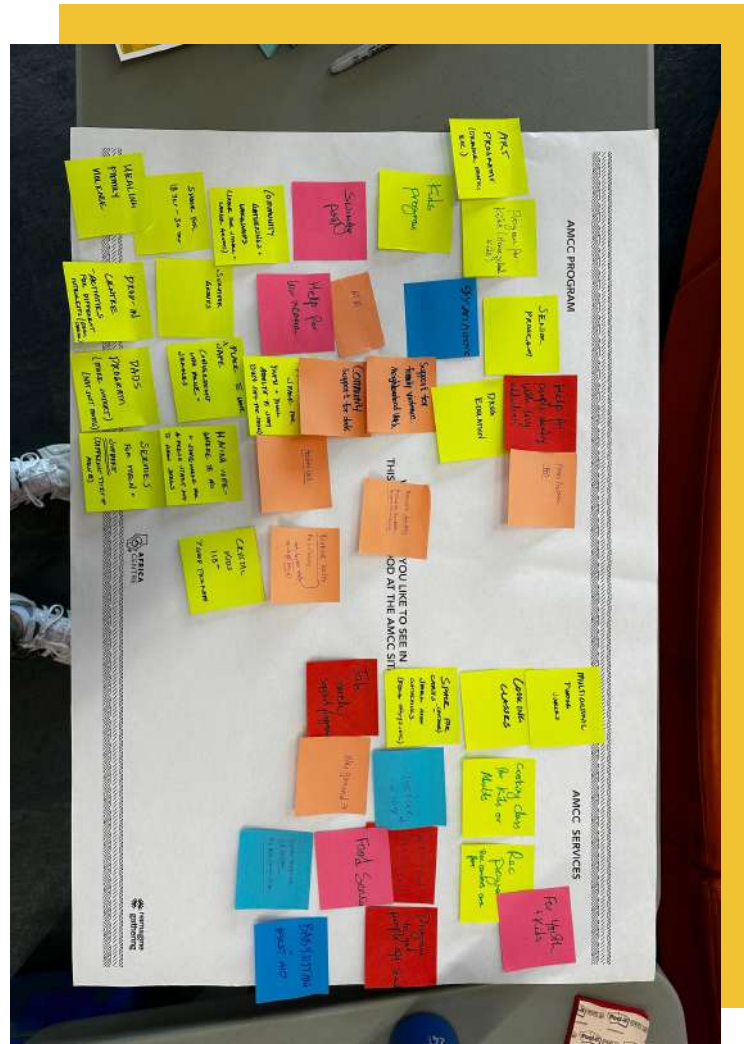
- A. Flexibility as they can leave whenever they want
- B. Renovation of a purpose built space into a different purpose can be costly, though usually less costly than building a new facility.

### Disadvantages this scenario include:

- A. Limitations on space use as determined by the landlord/property manager.
- B. The risk of the rent being raised over time.
- C. The low probability of finding a facility that can accommodate the events and recreation centre programming that would be a part of the AMCC (basketball, banquet hall, after-school programs, daycare)
- D. The challenge of finding appropriate spaces in residential areas.

## EDMONTON REAL ESTATE MARKET CONDITIONS

For the size of building that is required for the AMCC, the Edmonton real estate inventory typically has office spaces or light industrial spaces for lease or purchase. There are not many large multi-function buildings available as they typically get demolished by land owners and or by the city instead of being renovated. A good example of this was the Edmonton Petroleum Club, which may have been a good solution for this project, or the school building which was already demolished at the Wellington site. Office buildings of adequate size for the AMCC are currently in short supply in the Edmonton market, which may mean a long wait until one is available for a project such as this. See the table and case studies on the following pages, showing a comparison of various building typologies and how they fit the core facility values noted on page 48.



▲ Calder Library Engagement • September 29, 2023



▲ Area 1 Monthly Meeting Engagement • November 13, 2023

## EXISTING BUILDING TYPOLOGY AND AMCC VALUES ANALYSIS

	African - Descendent Community Hub	Indoor Program Space	Outdoor Program Space	Residential Community Location	Onsite Parking	Transit Solutions	Housing & Childcare solutions	Available	Score
Existing Office Space	5	7	0	2	5	9	5	4	4.6
Existing Industrial Space	7	10	0	0	10	2	5	10	5.5
Existing School Space	10	7	10	10	10	8	5	1	7.5

▲ Table 6-1 Value Matrix with Existing Building Typologies



**Existing Office Space:** Dependent upon the office space selected there are a number of advantages and disadvantages to the selection of an office space as the new home of the AMCC. These are somewhat variable dependent on if the entire building can be bought or leased and what the existing amenities of the facility are. However, certain programming is going to be easily achievable within the office typology such as the administrative space, meeting space, and transit solutions. Limitations of the office building typology will be the lack of housing solutions, the lack of recreation space both interior and exterior, as well as the location would likely not be in a residential community. The market is also underserved with this building typology and the wait to find the correct building might be a deterrent to this solution. Overall this option ranks a 4.6 out of 10, however, with the right location this score might be improved to a small degree. See [Case Study A](#) for an analysis of an office building and how the selection of this building typology would affect the programming of the AMCC facility.

**Existing Industrial Space:** The advantage of an industrial building is that there are a great many light industrial buildings within Edmonton, and they offer an open interior to allow reconfiguration of space. The disadvantages of the industrial building is that they typically don't offer outdoor amenity space, they are located in industrial zones which limits program development within the building. This would affect the low-income housing program component. Changing the use of a building from industrial into a mixed use multicultural facility will be a costly endeavour through its required mechanical upgrades. Furthermore, if it is an older industrial building, there would be additional expense in building envelope upgrades for the facility. See [Case Study B](#) for an analysis of an industrial building and how the selection of this building typology would affect the programming of the AMCC facility.

**Existing School Space:** The advantages of a school building is that many of the programming needs of the AMCC building are already incorporated into the building's original programming, so there is not the cost associated with trying to alter the function of the building as much as there would be with a different typology like light industrial. All the recreation spaces, administrative, and meeting spaces are already included within the original facility. In terms of programming, the components that are missing are event space as well as low-income housing spaces which would likely be building additions. The location of school spaces are within a residential setting, typically with adequate parking and transit access. The challenge with the existing school space approach is that there are so few existing buildings that are available, as they are expensive to maintain, and they are typically demolished within a few years of being decommissioned. This was the case with the Wellington school site and Africa Centre in 2016.

Communities typically want school buildings to remain as schools and there are not many closed schools in Edmonton still standing.





▲ Images Sourced From:  
<https://www.realtor.ca/real-estate/26560142/1750-10250-101-street-nw-edmonton-downtownedmo?view=imagelist>



### CASE STUDY A: LEASED SPACE - SCENARIO 1

**Price:** \$23/sqft annually + Operational Costs

**Size:** 22787.39 sqft

**Address:** 1750, 10250 101 Street NW

**Key Advantages:** This leased space is new, and available immediately. The space is centrally and prominently located with easy access to transit solutions. It also offers interior retail space to allow for the commercial programming component.

**Key Disadvantages:** The site doesn't include many of the program areas required for the AMCC, and the size only suits the smallest building scenario. Some of these spaces may be possible for renovation, but other spaces like the gymnasium, teaching kitchen, housing, and likely the daycare would not be possible to achieve in this space. These program items were listed as critical in the community sessions.

This site lacks free parking options, is subject to building operational hours which may not align well with the Centre's after hour programming, and it lacks any exterior recreational facilities. The building also doesn't inspire a sense of home or a place to call our own as it is leased with several other businesses within it.

Scenario 1: Leased Space			
Program List	Available	Quantity Available	Program Requirement
<b>GATHERING SPACE</b>			
Entrance, Lobby, Commons	✓	1	1
Multipurpose Rooms	✓	2	2
Event Space - <i>Rooms can be joined into 1 large space</i>	✓	2	2
Gymnasium	✗		1
Information Hub / Library	✓	1	1
Teaching Kitchen	✗		1
<b>COMMERCIAL SPACES</b>			
Commercial Space	✓	3	4
<b>AMCC SERVICE SPACE</b>			
Daycare Spaces	✗		50
Resource Centre	✓		1
<b>ADMINISTRATIVE SPACE</b>			
Administrative offices	✓	20	20
<b>HOUSING SPACES</b>			
Housing Units	✗		0
<b>Parking</b>			
Underground Parking	✗		0
Surface Parking	✗		50
Bicycle Parking	✓		22
<b>Exterior Facilities</b>			
Youth Soccer Field	✗		1
Baseball Diamond	✗		1
Basketball Court	✗		1
Outdoor Event Space	✗		1
Community Garden Plots	✗		15

Legend	
✓	Space Available
✓	Space Available - Adjustment Required
✓	Space Available for Additional Rent
✗	Space Unavailable

▲ Table 6-2



▲ Images Sourced From:  
<https://www.realtor.ca/real-estate/26261463/13630-159-st-nw-edmonton-mistatim-industrial>



## CASE STUDY B

### PURCHASED SPACE - SCENARIO 1

**Price:** \$5,995,000

**Size:** 24,000 sqft

**Address:** 13630 159 ST NW

**Key Advantages:** The advantages with this solution is that the space very open and can be reconfigured to have many of the required programming components. There is also plenty of surface parking available.

**Key Disadvantages:** The location of this building is in a light industrial area which is contrary to the comments heard in the community engagement sessions regarding a community location and adjacency to transit solutions. This solution also doesn't provide any of the exterior facility spaces and would likely require some exceptions to the zoning bylaw to allow some of the programming elements like the child care space. Lastly this solution would prove to be a costly retrofit to provide the spaces required, with some key spaces at risk of never being fully realized. Facilities of this type have high operation costs, as they are poorly insulated and don't meet current Codes for Assembly Occupancy.

**Recommendation:** This light industrial retrofit solution is not recommended due to its lack of exterior recreation spaces, retrofit costs, zoning and building code challenges, mechanical system upgrades, and poor location.

Scenario 1: Purchased Space			
Program List	Available	Quantity Available	Program Requirement
GATHERING SPACE			
Entrance, Lobby, Commons	✓	1	1
Multipurpose Rooms	✓	0	2
Event Space - <i>Rooms can be joined into 1 large space</i>	✓	0	2
Gymnasium	✓	0	1
Information Hub / Library	✓	0	1
Teaching Kitchen	✗	0	1
COMMERCIAL SPACES			
Commercial Space	✗	0	4
AMCC SERVICE SPACE			
Daycare Spaces	✓		50
Resource Centre	✓		1
ADMINISTRATIVE SPACE			
Administrative offices	✓	25	20
HOUSING SPACES			
Housing Units	✗		0
Parking			
Underground Parking	✗		0
Surface Parking	✓		50
Bicycle Parking	✓		22
Exterior Facilities			
Youth Soccer Field	✗		1
Baseball Diamond	✗		1
Basketball Court	✗		1
Outdoor Event Space	✗		1
Community Garden Plots	✗		15
Total Project Cost			

Legend	
✓	Space Available
✓	Space Available - Adjustment Required
✓	Space Available for Additional Rent
✗	Space Unavailable

▲ Table 6-3

## ALTERNATIVE 2: "STATUS QUO"

In this option, Black-led and Black-serving organizations, like Africa Centre, will continue to operate out of their current locations. These organisations will continue to lease out other facilities, including City of Edmonton facilities, in order to run their community programs.

### Advantages to this scenario include:

- A. Smaller upfront costs to the City and to sponsors.
- B. No moving time
- C. No turnover time
- D. No additional project costs
- E. No additional staffing required
- F. Additional green space (assuming the site remains undeveloped)
- G. Reduced foot and vehicle traffic (which may also be counted as a disadvantage)

### Disadvantages to this scenario include:

- A. Primarily, it will destabilise the strength of the relationship between the City of Edmonton and the African diaspora community. Though such a consequence is more 'intangible' in its effects, its significance cannot be understated. Africa Centre was moved from its original location into a smaller, less suitable location on the understanding that they would be given a new space; to not reach this long-awaited goal would jeopardize a the community growth of Albertans of African- Descent.
- B. In this scenario, the B3 organizations will soon outgrow their current space and may potentially have to cut back on their staff, program offerings and services.
- C. Another disadvantage is the loss of the opportunity for the City of Edmonton to show its commitment to multiculturalism, anti-racism, and social justice and to deepen in our city's vision of diversity and inclusivity through city led organizations like the **Anti-Racism Advisory Committee (ARAC)**. The AMCC presents an opportunity for Edmonton to create a landmark project within Canada, and a tactile and visible symbol of diversity within Edmonton.
- D. The surrounding community will not have access to the facilities, services and programming offered by the AMCC. Some programs can be offered by other recreation facilities, but the closest City-owned facility is many kilometers away and offers only a fraction of the programs and services that would be available at the AMCC. Athlone is a young neighbourhood and community members would not be able to take advantage of the various youth programs and childcare facilities offered by the AMCC.
- E. Another disadvantage of this option is the time, money, and resources that have been poured into the vision of the AMCC over a span of nearly ten years and that would be lost if the project is put on indefinite pause.



## ALTERNATIVES: GOVERNANCE MODELS

### Precedent Non-Profit Governance Models

In conducting precedent research of other multicultural and recreation associations in Edmonton, all were found to be following a non-profit Board-led governance model.

The following four variations on non-profit governance were noted functioning within these organizations.<sup>9</sup>

**Traditional [ie working Board] Model** - A [usually volunteer] Board governs and oversees operations through committees established along functional lines (finance, human resources, programs) but delegates the administrative functions to the Executive Director and their staff.

**Cooperative Model** - The Cooperative Governance model creates a democratic Board with all members at the same level, and typically very little staff.

**Carver/Policy Model** - A Policy Board places a high level of trust in a CEO who runs the organization. Board deals with policy and high level functions.

**Management Team Model** - A Management team model divides the board / [paid] staff into department-like committees to oversee areas like HR, fundraising, planning, public relations etc.

Table 6-4 below reviews selected cultural and recreation centres, the programs that they provide, their board and staff composition, as well as their selected governance structure.

Precedent Facility	Ownership	Governance	Funding	Programs Provided
Central Lions Recreation Centre	<i>Owner:</i> City of Edmonton <i>Partners:</i> Lions & Central Lions Senior Association	-Non-Profit -Carver Model -9 Board members -6 Staff	- Public Donation - Program Fees /Memberships - Events - Rentals - Fundraising - AGLC - Grants	Recreation, Culture, Arts, Senior Programs, Training, Facility Rentals.
South Edmonton Sejong Multicultural Centre	<i>Owned and Operated:</i> Edmonton Korean Community Centre Foundation (EKCCF)	-Non-Profit -Traditional Model -13 Board members -2 Staff	- Facility Rentals - Child care - Education	Education, Recreation, Childcare, Culture, Seniors Programs, Facility Rentals
Edmonton Intercultural Centre	<i>Owner:</i> City of Edmonton <i>Operator:</i> Edmonton Intercultural Centre	-Non-Profit -Cooperative Model -9 Board members -4 staff	- Facility Rentals - Grants	Headquarters for a group of 12 non-profits, Facility Rentals, Education, Recreation
Edmonton Chinatown Multicultural Centre	<i>Owned and Operated:</i> Edmonton Chinatown Multicultural Foundation	-Non-Profit -Management Team -18 Board members	- Facility Rentals - Education - Events - Childcare - Memberships	Education, Library, Senior Programs, Recreation, Culture, Training

▲ Table 6-4 Governance Precedent Models

## AMCC GOVERNANCE OBJECTIVES

During consultation, many community members, and project stakeholders were engaged and their feedback was captured. Through this feedback a number of goals were identified for the governance of this facility.

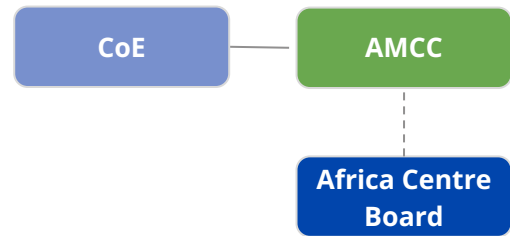
- 1) Leadership should consist of myriad Black Albertan perspectives.
- 2) The AMCC governance model should have links to Africa Centre.
- 3) Opportunities for adjacent communities like Calder, Wellington, and Kensington to be represented.
- 4) Opportunities for the City of Edmonton to have representation in governance model.

As a result of this continued engagement, and research into organizations with similar programming, **three options for governance models emerged:**

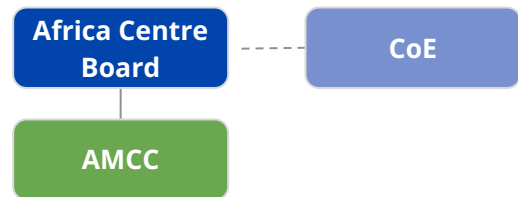
- 1) AMCC becomes a non-profit organization working in a City of Edmonton (CoE) owned facility.
- 2) The AMCC is owned and operated by Africa Centre.
- 3) AMCC becomes a non-profit charitable organization in their own facility; the CoE and Africa Centre are partners/funders

Based upon reviews of similar cultural centres, the desires heard from the engagement groups, and best practices for cultural centre governance, **we recommend Governance Model Option 3**, that the AMCC would be incorporated as a non-profit organization that owns the building facility, and works in partnership with the CoE and Africa Centre.

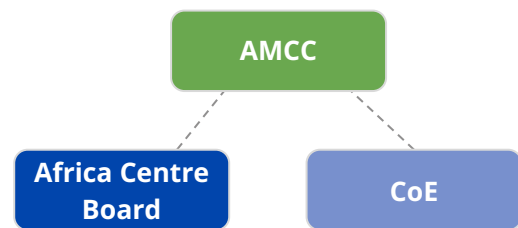
This is the option that puts the most onus on the strength of the African community to secure capital and operational dollars and to retain staff with the skills needed to own and operate the facility.



▲ Governance Model 1: City Owned / Self Governed



▲ Governance Model 2: Africa Centre Owned/Governed



▲ **Recommended Option:** Governance Model 3 Self Owned/Self Governed

## GOVERNANCE MODEL 1:

### City-Owned - Self Governed.

The AMCC becomes a non-profit association that is governed by their own elected board. Staff for the facility would report to the board. The building would be owned by the City of Edmonton. Africa Centre would be a partner to the AMCC in this model.

The board would comprise of Black Leaders, Community Partners, and representatives from Africa Centre and the City of Edmonton working together in a **Carver Governance Model**. This gives the board the final say in the policies and vision of the facilities while leaving decision making processes and day-to-day fiscal management of the facility in the hands of the Executive Director.

### Operational Model Example

In this model the operations, financial management, strategic planning, and governance of the AMCC would rest with the non-profit organization. The facility operates from donations, fee-services, event fees, office space rental to Africa Centre and outside companies, commercial ventures within the facility, membership fees, and a percentage of outside group bookings (shared with the City of Edmonton). The AMCC is responsible for maintaining the site, and site operations.

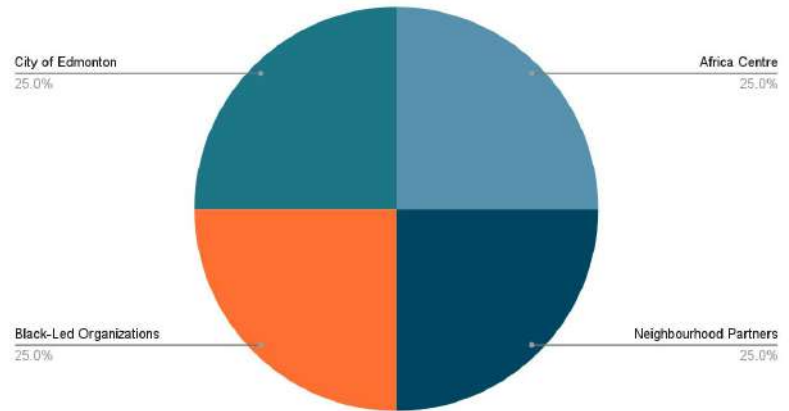
The City of Edmonton would be the landlord of the facility and provide their existing booking system infrastructure to attend to external venue group bookings. The city would be entitled to a percentage of the profits from those bookings.

Africa Centre is a partner of the facility and enhances the facility by providing the majority of its programming here. Africa Centre pays for office space, and space bookings for program space at a non-profit cost rate.

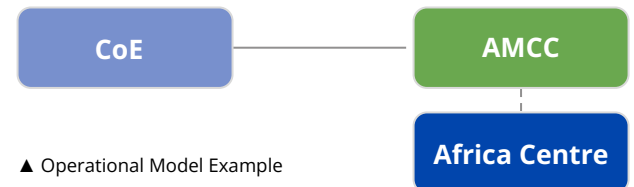
### Precedent Governance Model

The proposed governance model is similar in methodology to the Central Lions Senior Centre. That facility is owned by the City of Edmonton, and the Central Lions Senior Association's board acts in a high level creating the policies and vision for the facility. Their funding model is primarily based on membership/program fees (55%), grants (25%), rentals (2%), fundraising (13%), and donations (5%).

AMCC Board Composition



▲ Governance Model 1 Example



▲ Operational Model Example

Direct Partnership —————  
Close Connection - - - - -



▲ Athlone Community League Day • September 16



GOVERNANCE MODEL 2:

Africa Centre Owned & Governed

The AMCC facility becomes the public-facing branch of Africa Centre, governed by the existing board. The building would be owned by Africa Centre and would house the majority of its staff and programming. The site would be gifted to the AMCC by the City of Edmonton, however, the City of Edmonton would not have a role in the day-to-day operations of the facility.

Operational Model Example

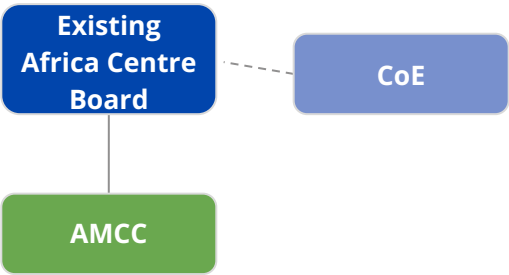
The vision of the AMCC is to become a hub for all Black communities and organizations to work together. By being owned and operated by Africa Centre, this may disadvantage the neighbouring communities, and smaller Black-Led organizations. To mitigate this concern, Africa Centre could create a sub-committee dedicated to the day-to-day management and operations of the AMCC facility. This sub-committee would allow a community members, CoE members, or members of other Black-Led organizations in the city to be apart of the AMCC.

Africa Centre will have to hire additional staff for operations and maintenance of the facility that would report to the AMCC Sub-Committee and ultimately, to the board.

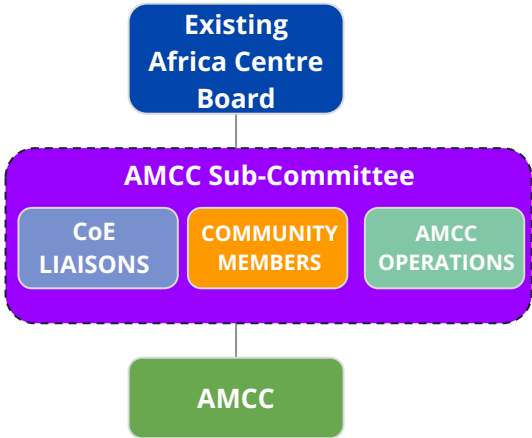
The City of Edmonton would be a liaison to the facility offering coordination in terms of events that would affect city programming, and site maintenance.

Governance Precedent

This is proposed governance model is similar in function to the South Edmonton Sejong Multicultural Centre noted in Table 6-4 where the facility is the public face of the Edmonton Korean Community Centre Foundation.



▲ Governance Model 2 Example



▲ Operations Model 2 Example

Direct Partnership      \_\_\_\_\_  
Close Connection      - - - - -



GOVERNANCE MODEL 3:

Self-Owned & Self-Governed.

The AMCC becomes a self-governed non-profit organization and registered charity organization. The CoE and Africa Centre will be key partners to the organization. The building would be owned by the AMCC with the land being gifted by the City of Edmonton.

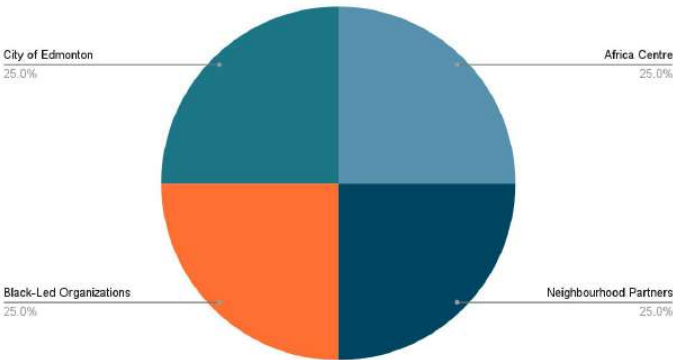
As the vision for the AMCC is designed to be a collaborative multi-cultural hub focused on African descendants a the governance model for the new facility should reflect its core values. A collaborative and multi-cultural governance structure where every member has an equal vote would be the best model to support this vision.

Operational Model

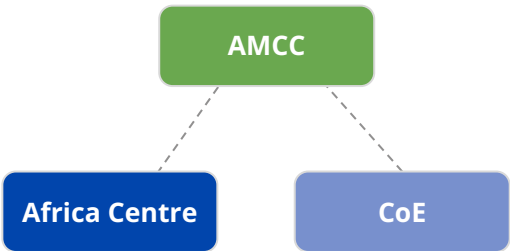
The AMCC governance board would make decisions on the commercial ventures of the site, the operations and maintenance of the building, and the building services it provides such as child care, recreational services, low-income housing initiative, specialty programming, and the restaurant.

As Africa Centre is one of its largest B3 supporters, the AMCC expects to have a close connection with this organization and would be hosting the majority of its public facing programming.

AMCC Board Composition



▲ AMCC Board Composition & Governance - Model 3



▲ Operational Model 3 Example

Direct Partnership      \_\_\_\_\_  
Close Connection      - - - - -



▲ Athlone Community League Focus Group Engagement • October 14, 2023



GOVERNANCE MODEL COMPARISON

**Model 3: Self-Owned and Self Operated** model was selected as the preferred model because it best aligns with the mission and values of the Africa Multicultural Community Centre. Having a governance model that focuses on the AMCC as a hub for the neighbouring community and Black-led organizations, rather than a division of Africa Centre, ensures that the facility messaging and programming services a diverse membership group.



	Advantages	Disadvantages
Model 1: City Owned and Self-Operated Carver Model	<ul style="list-style-type: none"><li>- New AMCC Board with diverse board members from neighbouring community and Black community.</li><li>- Inclusion of Community Partners</li></ul>	<ul style="list-style-type: none"><li>- Requires oversight and management by the City of Edmonton, which hasn't been approved.</li><li>- Limits collaborative relationship with Africa Centre.</li><li>- The board can become disassociated with the running of the building as they are only delivering policy and vision for the AMCC.</li></ul>
Model 2: Africa Centre Owned and Operated Traditional Board	<ul style="list-style-type: none"><li>- Utilizing the existing Africa Centre Board can streamline efficiencies between the programming of Africa Centre and the Facility.</li><li>- Possible reduction in overhead costs as many facility positions would already be working at the facility</li></ul>	<ul style="list-style-type: none"><li>- Exclusionary to other Black community groups in Alberta.</li><li>- Exclusionary to neighbouring community influence.</li><li>- The goals and vision for Africa Centre become the goals and vision for the AMCC.</li></ul>
<b>Model 3: Self Owned and Operated Collaborative Model (Recommended Option)</b>	<ul style="list-style-type: none"><li>- New AMCC Board with diverse board members from neighbouring community and Black community.</li><li>- Becoming a charitable organization opens up new opportunities for funding, grants, and taxation.</li><li>- Can be a Hub for all Black community groups, not just Africa Centre, and give opportunities to smaller organizations.</li></ul>	<ul style="list-style-type: none"><li>- Facility is more independent with a limited connection to the City and Africa Centre.</li></ul>

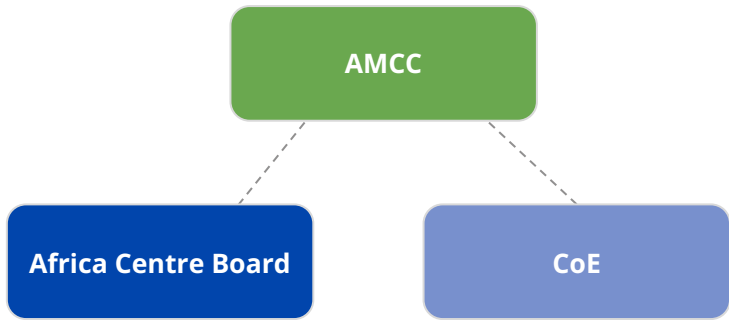
▲ Table 6-5



**GOVERNANCE FINAL RECOMMENDATIONS SUMMARY**

Below is a summary of recommendations for the governance structure:

- 1. A self-owned and operated governance model is recommended as the best opportunity to be an inclusive hub for the community and person’s of African descent in Alberta.
- 2. Black-led organizations, like Africa Centre, could take the lead on providing culturally enriched spaces, events, activities and programming, while the AMCC itself would be more focused on the day-to-day management of the facility and facility specific programming.
- 3. Governance of the AMCC could be based on a not-for-profit co-operative board representing the diversity of facility stakeholders.
- 4. The governing body should register as a charity to enhance fundraising potential.
- 5. The AMCC should be linked with other municipality-run facilities in the City (other cultural centres, recreation centres, etc.) to build up the local attraction and efficiencies.
- 6. It is also recommended that the AMCC develop a fundraising strategy and foundation strategy. These strategies were not included in this analysis because of the time commitment required to cultivate donors and research and approach foundations.



▲ **Recommended Option:** Governance Model 3 Self Owned/Self Governed



# 7 Organizational Change Impact

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# 7.0 Organizational Change Impact

## STAKEHOLDERS AND REQUIREMENTS

The AMCC has the potential to impact the lives of all Edmonton and area residents. While the space will primarily be focused on providing services and programming for Africa descent and Caribbean populations, the AMCC will be welcoming to all Edmonton residents and members of the surrounding communities.

We identified as Primary **Stakeholders**, the Africa Centre staff and Board, as well as The City of Edmonton.

**Table of Stakeholders and Key Considerations**

Stakeholders	Key Considerations for the new Facility
<b>Africa Centre Staff</b>	Offices, boardrooms/ meeting rooms, programming space; storage; washrooms
<b>Africa Centre Partners</b>	Space for community activities
<b>Africa Centre Board</b>	Offices, boardrooms/meeting rooms; storage; washrooms
<b>City of Edmonton</b>	Spaces to support African communities in Edmonton; potentially, shared programming space to offer COE programs
<b>African Caribbean Black (ACB) community members and leaders</b>	Programming and event spaces; childcare and after-school programming space; rooms for counselling and private sessions; storage for equipment, tables, and chairs; commercial kitchen; accessible washrooms
<b>Calder Library staff and visitors</b>	Parking and access may be shared; site sharing such as utilities, outdoors space, etc.
<b>Sports groups</b>	Large recreation facilities, both outdoors and indoors

▲ Table 7-1



STAKEHOLDERS	REQUIREMENTS FOR FACILITY
<b>Renters of event space</b>	Space to allow seating large groups of people at tables, storage for tables and chairs, commercial kitchen; bathrooms
<b>Youth programs (staff and participants), including PARSSY, YEG The Come Up, etc.</b>	Programming and recreational spaces, including outdoor spaces; spaces for storage of equipment
<b>Local black businesses and entrepreneurs (including Black Women Entrepreneurs, New Entrepreneurs, Existing Entrepreneurs, and upcoming programs for Youth Entrepreneurs)</b>	Kitchen, cafe space, dining space, retail spaces; incubator spaces that can be modified; counselling spaces
<b>Seniors</b>	Accessible programming space, outdoors space, accessible washrooms
<b>Edmonton Federation of Community Leagues (EFCL)</b>	No spaces required; the opportunity for partnerships and events
<b>Members of surrounding community</b>	More foot and vehicle traffic in the area; more community events; mitigations to prevent noise/parking/traffic concerns in the neighbourhood
<b>Childcare/daycare + out-of-school care</b>	Secure childcare space and access to child-friendly outdoor space; space for food preparation; accessible washrooms
<b>City of Edmonton Fire Rescue Services (esp. Fire Hall services on site)</b>	Parking and access may be affected; allotted space on site will also be affected by both concurrent projects as well as shared services such as utilities, outdoor spaces, etc.
<b>Area businesses</b>	Spaces for potential events; traffic calming mitigations in place
<b>Newcomers</b>	Recreation spaces, spaces for events, counselling, and meeting rooms

▲ Table 7-1

## STAKEHOLDER BUSINESS AND OPERATIONAL IMPACT

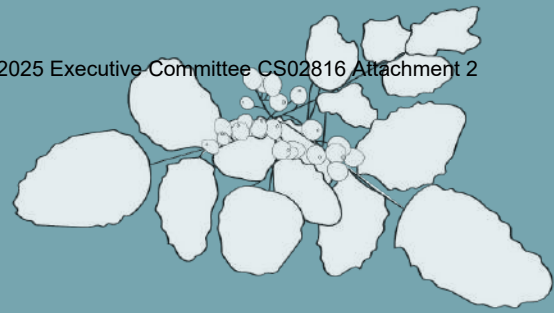
STAKEHOLDERS	BUSINESS IMPACT	OPERATIONAL IMPACTS	MAGNITUDE OF IMPACT
<b>Africa Centre Staff</b>	Expansion of services and programming; improved service delivery; relocation of office spaces	Relocation of personnel, additional hiring and staff training for programs and services; mitigate potential disruptions to operational continuity; funding for project may impact funding for other AC initiatives	High
<b>Africa Centre Partners</b>	N/A	N/A	Low
<b>Africa Centre Board</b>	Potential relocation of office spaces	Relocation of personnel; operations may be disrupted while this transition occurs—steps can be taken to mitigate potential disruptions	High
<b>City of Edmonton Council</b>	Increased need to find funds for the project; monetary and resource expense	Potential need for bylaw and zoning departments; funding requirements may impact funding for other COE initiatives	High
<b>African Caribbean Black (ACB) community members and leaders</b>	Greater opportunities for supports for local businesses	N/A	High
<b>Calder Library staff and visitors</b>	Increased visitor traffic; opportunities for partnerships between the AMCC and the Calder Library	Potentially shared site and green space, shared utility service, parking; potential noise and accessibility disruption throughout construction to be mitigated	Medium
<b>Sports groups in the city</b>	Expansion of programming opportunities and sporting events	Potential hiring of additional personnel to staff program expansions	Low

▲ Table 7-1

STAKEHOLDERS	BUSINESS IMPACTS	OPERATIONAL IMPACTS	MAGNITUDE OF IMPACT
<b>Renters</b>	A funding source (AMCC impact)	Need to hire cleaning services post-event; increase in visitor traffic to the AMCC; increase in community visibility	Medium
<b>Youth programs (staff and participants)</b>	Improved service delivery; expanded programming; less money spent on leasing City recreational spaces	Hiring and training more staff	High
<b>Entrepreneurs + Local black businesses and startups (as a part of the AMCC)</b>	More support and an increased customer base; improved service and goods delivery; space for events; access to kitchen; potential funding source for the AMCC  Potential competition with local businesses and reduced cash flow	Additional spaces for operations; potentially more staff hiring and training; lease payments	Medium
<b>Seniors</b>	Improved service delivery for seniors programming; space for events	N/A	Medium
<b>Edmonton Federation of Community Leagues (EFCL)</b>	Partnership opportunities	N/A	Low
<b>Area 1 community members</b>	Increased visitor traffic to the AMCC	Traffic and noise mitigation in the neighbourhood during construction and operation	Medium
<b>Childcare/daycare + out-of-school care (children + young families)</b>	Opportunity to offer subsidized childcare for community members; providing funding resource for the AMCC	Additional space for operations; more staff hiring and training; increased advertising and communications	High
<b>City of Edmonton Fire Rescue Services (esp. Fire Hall services on site)</b>	Minimal business impacts; opportunity to connect with the community	Minimal operational impacts; shared site + green space; potential noise and traffic disruptions during construction to be mitigated	Low
<b>Area businesses</b>	Increased traffic to local businesses; opportunity for the AMCC to partner with local businesses  Potential competition with AMCC-based businesses and reduced cash flow (ex: a local cafe now having to compete with a cafe located in the AMCC)	Reduced traffic and cash flow, potentially	Medium-low
<b>Newcomers</b>	N/A	N/A	High

▲ Table 7-1





# 8 Cost-Benefit(s) (Analysis)

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# 8.0 Cost-Benefit(s) (Analysis)

## COST-BENEFIT ANALYSIS

All costing is at a Class D Level, as is appropriate for the early stages of this project. This means all costs are +/- 25% and reflect construction costs in Edmonton Alberta in Q1 2024. The recommended AMCC Building Scenario #2 was selected for the cost-benefit analysis of the project. The alternate options described in Section 4 were not found to be viable because they deviated too far from the project's selected program criteria and vision.

Table 8-1 provides a cost comparison of the alternate building scenarios. The review of the assessment of the business viability of the African Multicultural Community Centre is preliminary and is based on the program areas identified and market research of similar facilities.

Item	Building Design Options		
	Scenario 1	Scenario 2	Scenario 3
Building Area (m2)	2,347	<b>4,161</b>	5,962
Parking Costs	\$261,000	<b>\$4,886,000</b>	\$9,261,000
Net Zero Allowance	0	<b>\$2,500,000</b>	\$2,500,000
Exterior Facilities	\$2,974,600	<b>\$3,236,200</b>	\$3,236,200
Construction with Contingencies	\$22,185,420	<b>\$45,199,203</b>	\$64,498,680
Soft Costs	\$2,662,250	<b>\$5,423,904</b>	\$7,739,842
F&E Costs (6% of Building)	\$915,135	<b>\$1,772,628</b>	\$2,475,102
Construction Unit Cost (\$/m2)	\$6,500	<b>\$6,500</b>	\$6,500
<b>Estimated Project Cost</b>	<b>\$26,641,441</b>	<b>\$54,190,404</b>	\$77,277,314

▲ Table 8-1 Building Capital Expenditure Comparison

## Capital Costs & Cost Sharing

Capital Funding for the facility should be requested from governments as shown below in Table 8-2. These levels of funding require **active lobbying and intensive political action** as there are many organizations competing for scarce public dollars.

Item	Building Design Options		
	Scenario 1	Scenario 2	Scenario 3
Federal	50% \$13,320,721	\$27,095,202	\$38,638,657
Provincial	20% \$5,328,288	\$10,838,081	\$15,455,463
City of Edmonton	20% \$5,328,288	\$10,838,081	\$15,455,463
AMCC Foundation	10% \$2,664,144	\$5,419,040	\$7,727,731
<b>Total</b>	<b>100% \$26,641,441</b>	<b>\$54,190,404</b>	<b>\$77,277,314</b>

▲ Table 8-2- Building Cost Sharing Model

As explored in sections 3.0 Strategic Alignment, 4.0 Needs Assessment, and in the upcoming 11.0 Community Engagement, there are a number of needs and requirements for the facility that was heard from the engagement sessions conducted by Reimagine Gathering and CNEORM. Of that data, the following list below denotes the top three tangible benefits that this facility brings to the African-Descent community, the communities of Athlone and surrounding, and well as benefits that the facility brings to the wider citizens in Edmonton.

- 1) **Entrepreneurial opportunities and incubator spaces.** Africa Centre's Entrepreneurship Empowerment Program is growing, offering youth employment and skills training, entrepreneurs skills training, coaching and counselling, and bridging partnerships and access to capital. Soon, Africa Centre will be developing incubator and accelerator programs, as well as spaces for a cafe and/or restaurant, which will be offered at the AMCC. By offering spaces for startup businesses and by partnering with organizations passionate about supporting black communities and entrepreneurship in Alberta, including BDC, the City of Edmonton, and Prairies Economic Development Canada, the AMCC can become a central space for innovation and business in Alberta and Canada.
- 2) **Provide childcare and after-school programming to community members.** Athlone is a young community, with nearly 60% of people under 44 and many of them with young children. With the presence of the library, the fire hall and the AMCC, the Wellington area is expected to increase in its level of safety and accessibility, which will in turn attract more young families to the area. In engagements with Edmonton Fire Services, Fire Chief David Lazenby expressed the potential for this fire hall to offer more than traditional services, including recreational programs and programs for youth. We believe that there will be a greater demand for childcare and youth programming in the area, which the AMCC will provide, either by offering its own in-house programming or leasing space to a daycare organization. This will be an important source of revenue for the centre.
- 3) **Provide recreation opportunities.** The Grand Trunk Fitness and Leisure Centre is the closest city-owned recreation centre, at 2.4 km away from the site. Monetizing recreation access—from memberships to space and equipment rentals, to sporting events and drop-in programs--would be a primary source of revenue for the AMCC. While Africa Centre would not be the only entity to benefit, their current sports and youth programs are being run out of leased city-owned facilities. Having a centralized location for programs would in the long-term help to keep costs low as it would void the need for leasing agreements. In our engagement sessions, nearby community leagues expressed a desire to rent the AMCC's facilities and equipment as well, providing more sources of revenue and community partnerships.

**"What strategies can the City and the Africa Centre employ to ensure that all community members feel included and welcome at the AMCC?"**



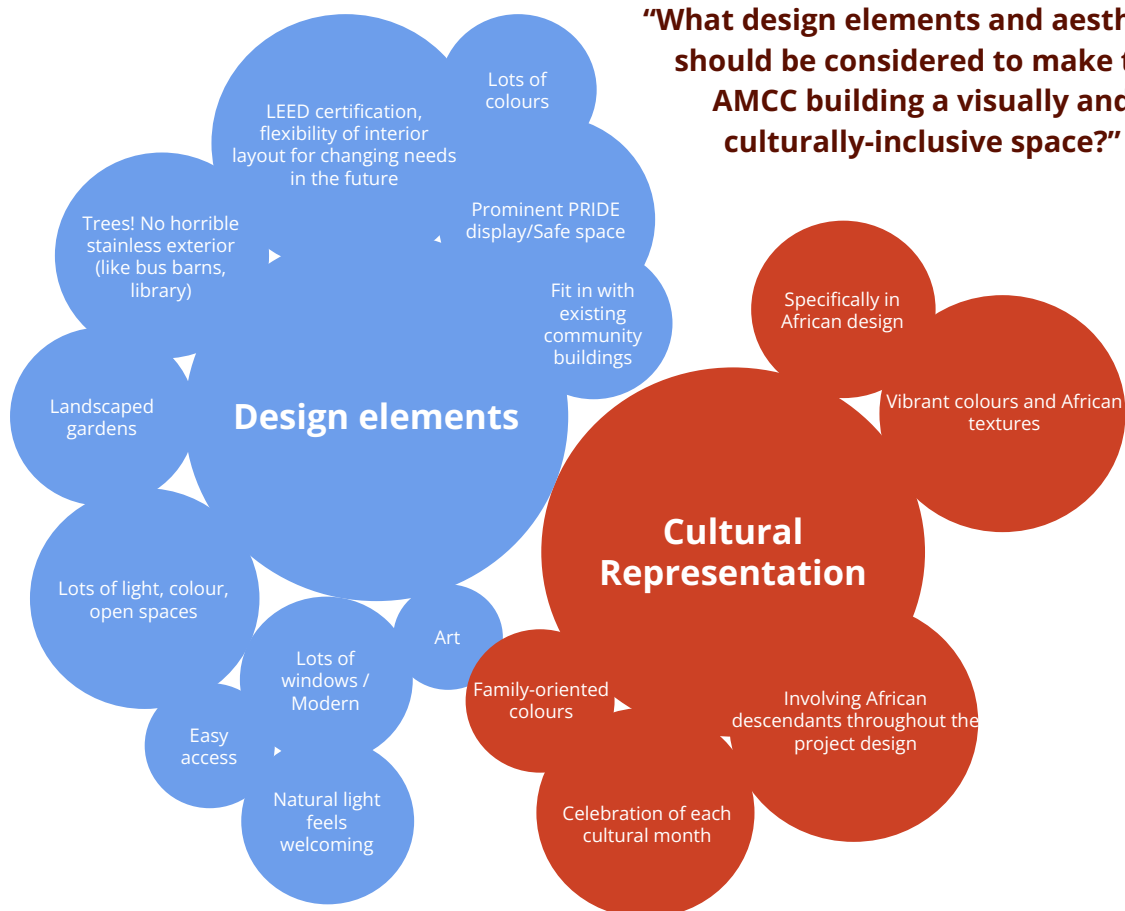


This facility will be the first facility specializing in the creation of a multi-use cultural centre focused for citizens of African-Descent in Western Canada. With such a project, there are numerous intangible benefits that come with its construction. Below is a list of the top 3 intangible benefits of this project.

- 1) **A culturally significant landmark.** The AMCC will serve as a cultural landmark for the city and will be recognized and honoured across Alberta and Canada. The Centre will be a regenerative and transformative symbol of socio-cultural, political, and economic empowerment for Canadians of African descent and communicate Canada's values of social justice, respect, equality, and inclusiveness. The Centre will express the City of Edmonton's deep respect for diversity and cement Edmonton's reputation as an integral place for Black culture and innovation.
- 2) **The Centre will be place of belonging for the African descent community in Edmonton and beyond.** The Pan-African AMCC will be a place where Black community members can feel connected to their culture and to each other. The AMCC will encourage more people of African descent to move into the area and will foster feelings of goodwill and understanding within the Black communities of Edmonton.
- 3) **The AMCC will improve feelings of safety, welcoming, and belonging in the surrounding community.** This will be strengthened by relationships with the Library and Fire Hall. Giving children and youth more options for after-school activities will foster a sense of civic responsibility, as well as connectedness to each other and to the community.

#### Survey Question 10:

**"What design elements and aesthetics should be considered to make the AMCC building a visually and culturally-inclusive space?"**



### Facility Expenses: Staffing

We have projected a staff of six for the AMCC, as it is expected that other non-profit organizations, like Africa Centre, will already have staff working programs within the AMCC. The AMCC staff will be required primarily for the areas of facility maintenance, events, facility rentals, and any programming coordination that needs to occur as seen below. The sum total of staffing expenses amounts to \$539,000 per year, with \$9,000 of that sum being allocated for staff offices.

The benefit of the AMCC facility having its own paid staff is that it increases the facility's independence, and efficiency. A model that was dismissed was having the facility being run by a B3 organization, like Africa Centre, however, that would strain the resources of those organizations and potentially prove exclusionary to other B3 organizations for facility use.

### Facility Expenses: Building Operations

Contained within the capital costs of Scenario 2 is a line item that adds a cash allowance of \$2.5M to make the building net zero. This will substantially reduce the amount of funds required for day-to-day utility operations cost. The estimated operating costs for the AMCC is between \$45/m<sup>2</sup>/year and \$90/m<sup>2</sup>/year dependent upon net zero construction considerations and other operating costs including property management, and seasonal site services etc.

### Facility Expenses: Land

A conservative estimated area required for the site is six (6) acres. In this business plan, it is assumed that the land will be donated by the City of Edmonton and represent a portion of the City's contribution to the project.

Facility Expenses	Location	Quantity	Unit	Unit Rate	Total
<b>Staff</b>					<b>\$530,000</b>
Executive Director		1	year	\$120,000	\$120,000
Program Administrator		1	year	\$90,000	\$90,000
Maintenance & Janitorial		2	year	\$80,000	\$160,000
Events/Rentals Administrator		1	year	\$80,000	\$80,000
Teaching Kitchen Manager		1	year	\$80,000	\$80,000
<b>Operations</b>					<b>\$481,685</b>
Utilities & Supplies	below grade	2000	m <sup>2</sup>	\$55	\$110,000
Utilities & Supplies	Above grade	4161	m <sup>2</sup>	\$85	\$353,685
<b>Staff Offices</b>					<b>\$9,000</b>
Staff Offices		3	month	\$250	\$9,000
<b>Total Annual Expenses</b>					<b>\$1,020,685</b>

▲ Table 8-3 Facility Expenses

## PROGRAM REVENUE DESCRIPTIONS

**Daycare:** The facility features a daycare which will be run as a separate entity within the building. From the community engagement sessions, the daycare is envisioned as being a low-cost child-care care solution for the area.

**Administrative Offices:** The facility has created an excess of office space to accommodate non-profit organizations, or entrepreneurs who chose to rent out administrative space within the building.

**Multipurpose Rooms, Resource Centre, Information Hub, & Event Spaces:** Accounting for 37% of the facility revenues, these multi-purpose and event rooms are of flexible configuration allowing for groups from 25 to 200 persons opportunities to host their functions and workshops at the centre.

**Recreational Facilities:** Gymnasium rentals or exterior space rentals are revenue streams for the facility which have comparable rates to City of Edmonton facilities.

**Teaching Kitchen Facilities:** The kitchen functions in part as a food preparation facility for facility events and programming, but it can also be rented out separately in a teaching kitchen capacity.

**AMCC Restaurant:** The restaurant is envisioned as an amenity for the facility and would be run by a separate organization. The restaurant would feature food that celebrated ethnic diversity in the African-Descent community.

**Commercial Shops:** These small commercial bays are to allow Black-led businesses and entrepreneurs to have storefront space within the facility.

**Low- Income Housing:** In the community engagement a need emerged for the facility to support a low-cost housing initiative for low-income community members. The suites described in the revenue table depict an average unit size of a two bedroom apartment with a rental reduction of 33% in comparison to the 2024 median 2 bedroom Edmonton market rental rate.

**Fundraising:** Due to the facility being deemed as a non-profit charitable association with the mission of creating opportunities for access and full participation of the African descent community in Alberta, there are a number of grants and fundraising initiatives that the facility would be eligible for in terms of building construction, operational costs, programming, and events. See Appendix A for opportunities that the facility would be looking at taking advantage of for its construction as well as it's day-to-day operations. In addition to grants, the facility would be looking at various fundraising events and efforts to raise operational funds, accounting for 14% of its revenue budget.



### AMCC: Revenue Model

The facility revenue is presented on Table 8-4 showing the rates and utilization of public spaces, as well as, commercial space income, daycare, recreational space rentals, and event space. By offering programs and services that are in high demand and are not overlapping with other community leagues in the area, the AMCC will attain 86% of its revenue stream through its facility rentals and low-income housing initiatives.

The AMCC facility will be a self-sustaining project through facility rental revenues and fundraising endeavours with a total revenue of \$1,075,800 annually and **a net income of \$55,115** over the total annual expenses of \$1,020,685. This will ensure that the facility remains financially sustainable for the years to come. Note that the Casino is expected to earn \$150,000 every two years and has been shown as \$75,000/year.

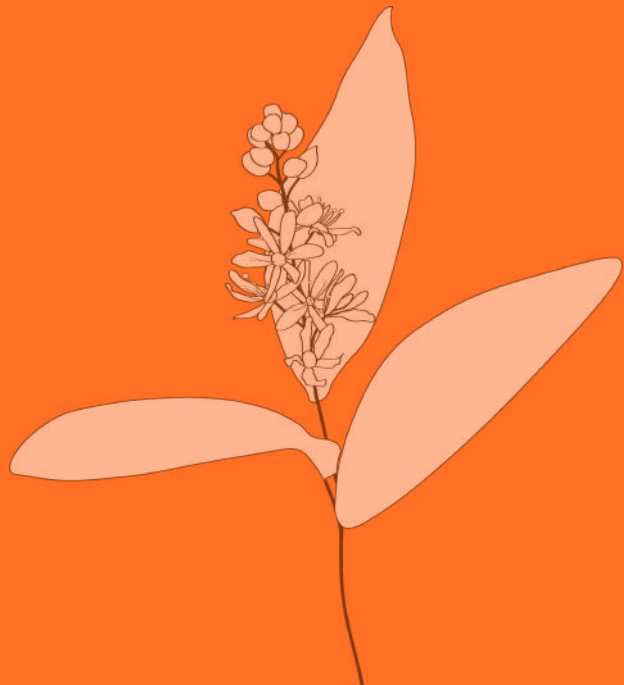
Revenue Sources	Quantity	Units	Rate	Utilization Rate (%)	Monthly Revenue	Annual revenue
<b>AMCC Rental Revenues</b>						<b>\$904,200</b>
Administrative Office	22	monthly	\$300	100%	\$6,600	\$79,200
Multipurpose Rooms	3	hourly	\$36	75%	\$12,960	\$155,520
Event Space	2	hourly	\$93	50%	\$14,880	\$178,560
Teaching Kitchen	1	hourly	\$100	50%	\$8,000	\$96,000
Resource Centre	1	hourly	\$36	50%	\$2,880	\$34,560
Gymnasium	1	hourly	\$50	75%	\$6,000	\$72,000
Commercial Space	4	monthly	\$2,000	100%	\$8,000	\$96,000
Information Hub	1	hourly	\$36	50%	\$2,880	\$34,560
Low-Income Housing	8	monthly	\$1000	100%	\$8,000	\$96,000
Daycare Centre	1	monthly	\$3150	100%	\$3,150	\$37,800
AMCC Restaurant	1	monthly	\$2000	100%	\$2,000	\$24,000
<b>AMCC Exterior Revenues</b>						<b>\$21,600</b>
Baseball Diamond	1	hourly	\$50.00	10%	\$800	\$9,600
Outdoor Event Space	1	daily	\$500.00	10%	\$1,000	\$12,000
<b>AMCC Fundraising Revenues</b>						<b>\$150,000</b>
Fundraising - Biannual Casino						\$75,000
Fundraising - Other						\$75,000
<b>Revenue Total</b>					<b>\$77,150</b>	<b>\$1,075,800</b>

▲ Table 8-4 AMCC Annual Revenues

In summary, the \$54.19M African Multicultural Community Centre (Scenario 2) can be financially viable based on the parameters described in this document. Success relies on a strong partnership between Black-led organizations, the neighbouring community, and an energized, culturally-enriched activity program.

# 9 Resourcing

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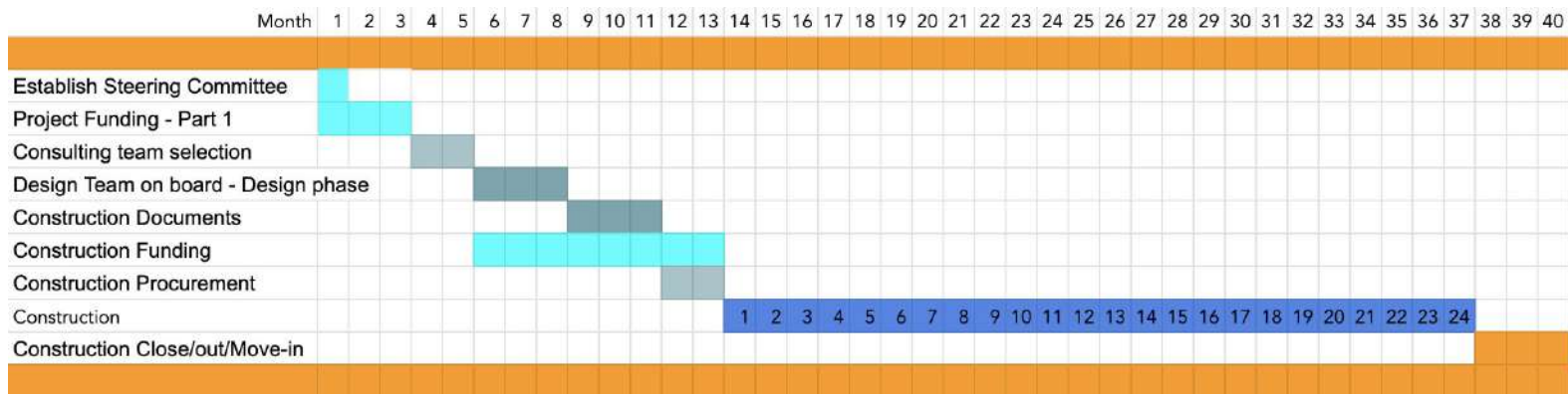


# 9.0 Resourcing

## RESOURCING

Africa Centre is using in-house staff and board members to explore resources and partnerships for the creation of additional funding sources for project completion. A part of that exploration will be the creation of an AMCC Steering Committee to guide this project from initial project funding, the selection of a consultant design team that best represent the vision of the AMCC facility, and through the design and construction phases of the project while responding to stakeholder and community involvement through the process from design to occupancy.

Table 9-1 below is a 40-month project schedule from the Establishment of the Steering Committee to Move-in based on projects of a similar size and scope in the Edmonton area.



▲ Table 9-1 Project Schedule

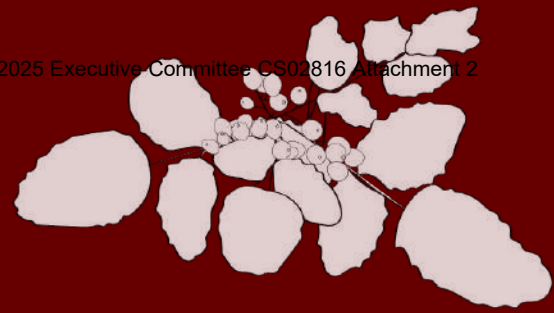
The Africa Centre proposes to employ the City of Edmonton [Community Led Construction Process](#). The Africa Centre will lead this process with support from the City of Edmonton.

Table 9-2 on the next page summarizes the resources involved as well as the roles and responsibilities for each scheduling milestone.

Milestone	Resource involved	Roles and Responsibilities
Formation of the AMCC Organization and Establishment of a Steering Committee	Africa Centre City of Edmonton	Determine who will be involved in the project and to what extent; the COE and Africa Centre will collaborate to determine next steps and the stewardship of the project.
Design Funding	Africa Centre City of Edmonton	Funding in this initial phase to be procured largely by Africa Centre with support from City of Edmonton; avenues may include COE grants, Alberta Government funding, federal grants and donations.
Consulting Team Selection	Africa Centre City of Edmonton (Procurement team)	City's procurement team to write and release RFP (Request for Proposal) in conjunction with Africa Centre; this proposal may be public or invite-only. The steering committee will select a proponent to guide the design of the building and hire subconsultants and select the type of project delivery.
Africa Centre appoints Owner's Representative to work with the Design team through the Design Phase	Africa Centre Owner's Rep, Steering Committee + Prime Consultant	The AMCC Steering committee will enter into contract with the selected Prime Consultant. The Consultant will spearhead their own engagement phase in which they will define success factors, risks and mitigations, project schedule, stakeholders, and the overall vision of the project. They will go through design iterations with Africa Centre and COE team members, involving all necessary architectural and engineering disciplines. The Consultant will prepare a preliminary Building Code analysis, 3D imagery, site evaluation, cost estimates, and design drawings.
Construction Documents	Prime Consultant	Once the design has been finalized, the Prime Consultant will create detailed drawings, specifications, and project manual items for the construction of the building. A final opinion of probable cost will be prepared once documents are complete.
Construction Funding	Africa Centre	Funding to be secured for the next phase of work. In some cases, the Consultant may help to write grant applications.
Construction Procurement	Prime Consultant Africa Centre COE (potential)	Release the project to tender and select the contractor. The Consultant will help Africa Centre through the selection process.
Construction	Contractor Consultant Team Authorities Having Jurisdiction (AHJ)	The Consultant will review and support construction process to ensure alignment with design intent. Contractor will communicate with Africa Centre, the Consultant Team, AHJ, COE representatives and essential trades to ensure a smooth construction process.
Construction close-out/move-in	Africa Centre Contractor Consultant Team AHJ	Prime Consultant to enact closeout process through final reviews, final deficiencies, substantial performance of the construction contract, and building occupancy.

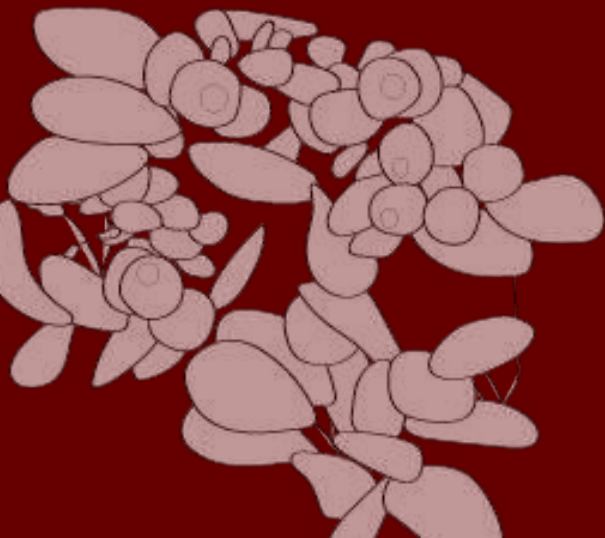
▲ Table 9-2 Project Milestone Resources &amp; Responsibilities





# 10 Key Risk(s) & Mitigation Strategy

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# 10 Key Risks & Mitigation Strategy

The following risks were identified over the course of the Business Case development and are listed here with their respective mitigation strategies. As is often the case, the largest risks relate to lack of funding and lack of communication. Projects such as this are long, and “fatigue” often sets in, among supporters and community members.

Note that the mitigation strategies are largely based on building the right professional team to lead the project. We recommend the development of a project team that consists of at least three people dedicated to the project. These individuals could be either employees or engaged on contract, and are essential to the success of the Africa Centre Project.

## Risk Factors & Mitigation Strategies

RISK FACTOR	IMPACT / PROBABILITY	DISCUSSION	MITIGATION
<b>Lack of Sufficient Funding</b>	High/High	Multiple sources of funding have been identified ; if approved, the CFPCG will give the AMCC seed funding. Other potential sources of funding include membership/program fees, grants (such as the CFEP) and other non-capital grants, rentals, fundraising, donations, leasing spaces to local businesses. Both the City of Edmonton and the Alberta government offer many not-for-profit funding opportunities that can be explored and that would offer assistance in terms of building construction, operational costs, programming, and events.	The Africa Centre should engage a <b>Grant Writer and Fundraising Professional</b> to develop a full fundraising strategy. Partnering with the Edmonton Community Foundation could be of assistance.
<b>Lack of communication and alignment between project stakeholders</b>	High/High	In every project that involves multiple people, there will be a misalignment of priorities and expectations. To mitigate the risk of a lack of communication and alignment between stakeholders, we recommend clear and constant communication throughout the project process, and especially at the beginning. That everyone involved be on the same page is crucial to the success of the AMCC..	The Africa Centre should hire a <b>Communications Specialist</b> as a full-time position to focus only on this project. This person would be responsible for developing a project-specific web site, social media, frequent and regular check-ins and team meetings, as well as newsletters and special events.

▲ Table 10-1

<b>RISK FACTOR</b>	<b>IMPACT / PROBABILITY</b>	<b>DISCUSSION</b>	<b>MITIGATION</b>
<b>Lateral violence/ in-fighting amongst Black communities</b>	Medium/Medium	One CRITICAL risk that was discussed was that in-fighting amongst the city's African descent communities could potentially stall the project's process. To mitigate this risk, we recommend a well-developed communication plan with all involved parties, as well as a stable and well-established governance and leadership. Having a mediating person or entity who is responsible for fielding questions and managing the sometimes-conflicting needs and desires of the stakeholders would also help to preserve the peace and maintain project momentum.	The Africa Centre should hire a Communications Specialist as a full-time position to focus only on this project.
<b>Lack of Support and buy-in from Community Members (NIMBYism)</b>	Medium/High	A robust and diverse communication and community outreach strategy will help to mitigate this risk. The community engagement that we have already completed will help to inform future phases of project work; many members of the surrounding community have been notified of the potential developments of the project and their feedback elicited. We recommend that the community stay informed throughout the project's process, especially during the construction phases, which will resolve miscommunications and tensions before they arise. Methods for communication include flyers, community league newsletter advertisements, sandwich boards, billboards, community league social media platforms, website notifications, and update emails to interested individuals.	The Africa Centre should hire a Communications Specialist as a full-time position to focus only on this project.
<b>Community members not of African descent not feeling welcome/not using the facilities</b>	Medium/Medium	One risk of the project is that people who do not identify as 'African descent', or even people who do, will feel unwelcome and not comfortable using the offered facilities, which may lead to diminished community buy-in and support and reduced funding opportunities. This risk can be mitigated through communication, by advertising programs and events open to all community members and speaking directly with community league members and residents and partnering with the City of Edmonton, local businesses and entities outside of the African descent community. We believe it's possible to have an African-focused community centre that is also inclusive and accessible to all!	The Africa Centre should hire a Communications Specialist as a full-time position to focus only on this project. This person should be involved from the start of the planning and design phase through operational planning and implementation.

RISK FACTOR	IMPACT / PROBABILITY	DISCUSSION	MITIGATION
<b>Financial Management of the project is not robust</b>	High/High	The financial management of projects of this scale and complexity is a significant undertaking. Once grant writers are successful in securing fund, the Project Leader should be accountable for spending these funds in a consistent manner, ensuring the Steering Committee that funds are deployed in alignment with the requirements of the funding agencies and that the reporting requirements for each of the funders are met in a timely manner.	The Africa Centre should hire an Owner's Representative/ Project Leader who acts as the Owner's Representative and the overall Project Financial Controller. This is a full-time position to focus only on this project.
<b>City of Edmonton Partnership is not robust</b>	Medium/High	A robust and consistent relationship with the City of Edmonton is essential for the success of this project. While there are many City departments involved in a project of this type, consistent communication and alignment will reduce risks of project failure.	The City of Edmonton should appoint a Point of Contact for the Africa Centre, and the Africa Centre should in turn assign a Point of Contact, and these individuals should be a "navigator" to ensure the Africa Centre of consistent representation at the City's many tables.
<b>Construction Costs increase through the course of the project.</b>	Medium/Medium	Construction markets are always changing and are subject to forces beyond our control. Supply chain issues, ranging from inflation to natural disasters such as forest fires to strikes at supplier and stakeholder organizations, can all affect the cost of construction. This risk can be mitigated through clear and frequent communication between project and client team members, accurate and comprehensive cost analyses, and thorough research into materials selection. Adopting a risk management approach that is proactive, predictive, and pre-emptive and clarifying expectations and defining risks at the beginning of the project will help to reduce the likelihood and impact of unforeseen circumstances.	The Prime Consultants' Project team is best positioned to mitigate the risk of cost escalation, as the costs are in fact embedded in the design choices that you and they make together. <b>The Prime Consultant should be required to provide frequent budget updates</b> to keep the project scope aligned with available funding and with the facility requirements. This can be done by a Cost Consultant engaged by the Prime Consultant or by an in-house team member.
<b>Inadequate staffing</b>	Medium/High	Depending on the governance model chosen, finding appropriate volunteers and paid staff adequate to the needs of the AMCC may be challenging. Assuming that the AMCC will be Africa Centre-owned and operated, hiring those who are familiar with the operations and mandates of the organization may be a sound course of action. Offering competitive wages and other benefits will help to ensure that qualified and culturally-appropriate individuals are selected.	Hire an <b>Executive Director for the Facility</b> , ideally during the planning and design phase. This person can bring professional experience in the operations of facilities of this type, improving planning and design as well as the transition to operations.

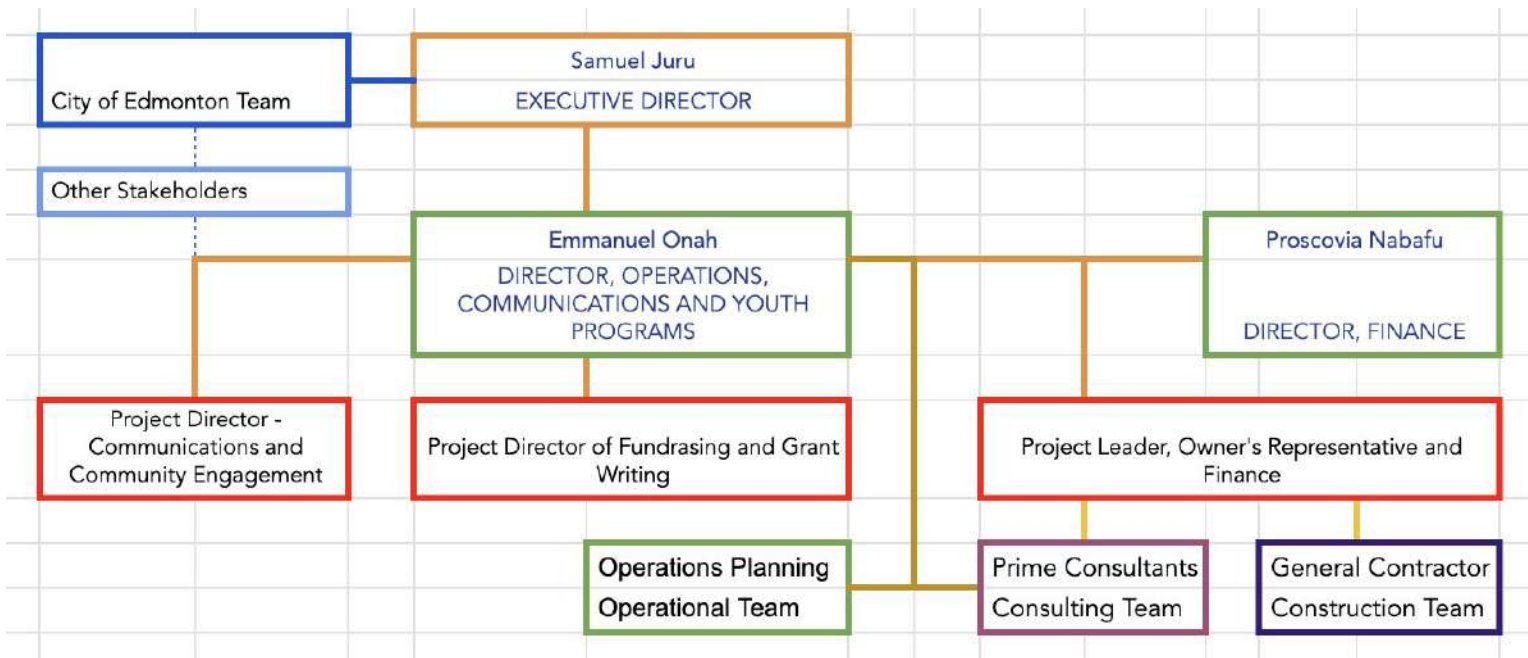
▲ Table 10-1



RISK FACTOR	IMPACT / PROBABILITY	DISCUSSION	MITIGATION
<b>Target users not aware of/not using the space</b>	Low/High	The risk that the targeted users of the space do not use the space—namely, surrounding community members and members of the African descendant community—has low probability but a potentially high impact. The engagement sessions done throughout the project's process have informed many, if not most, of this targeted user demographic. As mentioned above, other effective and low-cost communication strategies may be employed to ensure that people not only know of the space, but are induced to take advantage of the offered services. Offering unique services that are relevant to targeted users, such as low-income supports and youth programs, will help to draw individuals and families from all over Edmonton. Other factors to consider that may affect this risk are: the aesthetic value and functionality of the building's design, the prominence of the location, the accessibility of the building and its services (including physical elements, cost, membership limitations, etc), and building productive connections to neighbouring spaces (such as the library and fire hall).	Excellent communications are at the core of this mitigation. The Communications Staff can be supplemented by volunteer community advisory team members once the facility is up and running, or even during design and construction, to keep lines of communication open.
<b>Conflicts with fire hall, including construction phasing and space scarcity</b>	Low/High	Collaborate with Fire Rescue Services, outlining a staged construction plan for the fire hall and creating connections with Fire Services, including highlighting pathways for community members to explore firefighting careers.	Engage immediately with the planning team for the Fire Hall, so that the site masterplan can be developed in tandem.

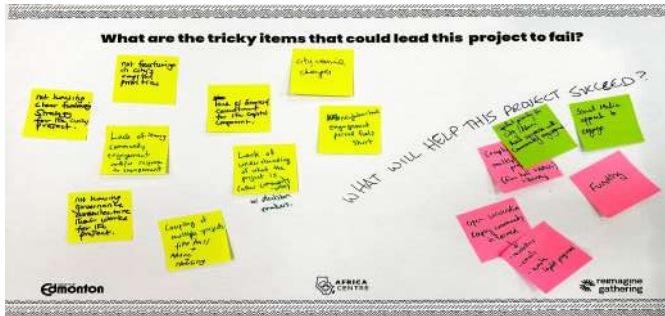
▲ Table 10-1

The following Organizational Chart is proposed for the planning, design and implementation phases of this project.



## RISKS AND MITIGATIONS workshop

A workshop to identify Risks and Mitigations was helpful in highlighting community concerns above and beyond simple business risks. These are reflected in the risks identified in Table 10-1 above.



### What are the tricky items that could lead this project to fail?

One of the primary risks identified with the project is the lack of community engagement, which lead to project failure. To mitigate this, it's important to maintain open lines of communication and keep local communities well-informed, ensuring their active participation.

Transparency regarding the sources of funding is also vital to address concerns about where the money is coming from. Furthermore, the collaboration between the fire hall, AMCC, and the community center, while promising, has the potential to lead to unexpected issues, making it essential to minimize surprises during the engagement process.

Lastly, the project's **vulnerability to changes in the city council highlights the importance of building broad support**. To mitigate this risk, capturing the city's attention is paramount, and leveraging online engagement strategies can facilitate information sharing and community involvement, ultimately increasing the project's chances of success.

### What are the risks and mitigations to be considered for this project?

The collaboration and transparency are pivotal elements in this project and providing access to information, both to the public and among stakeholders, is crucial. It's also important that the city, Africa Centre, and all other partners share a common goal. The focus should be on clear decision-making and the prioritization of key aspects within the AMCC project. All partners and communities should be continuously engaged, not only during but also after the project's implementation. Showing commitment to the project's success is essential.



### What would help to make this project a success?

Strengthening relationships is important across various project components. Establishing a robust relationship between the AMCC and the Athlone Community will help to facilitate seamless operations and community engagement. Incorporate a walkability factor to enhance accessibility. Collaborate with Fire Rescue Services, outlining a staged construction plan for the fire hall and creating pathways for community members to explore firefighting careers. Consider co-establishing a library with the Calder library, amplifying community resources. Explore the AMCC's potential as a bonus league and introduce daycare services, providing young children with positive role models. Organize open houses at the Fire Hall to engage the community. Commemorate the first Black firefighter in Canada with a statue, celebrating community history and diversity. Recognize the significance of mental health services and integrate both healthcare and daycare services, creating a holistic community support system. This multifaceted approach will nurture a thriving and well-connected community centre.



▲ Risks and Mitigations Workshop • October 4, 2023

# 11 Community Engagement

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# 11 Community Engagement

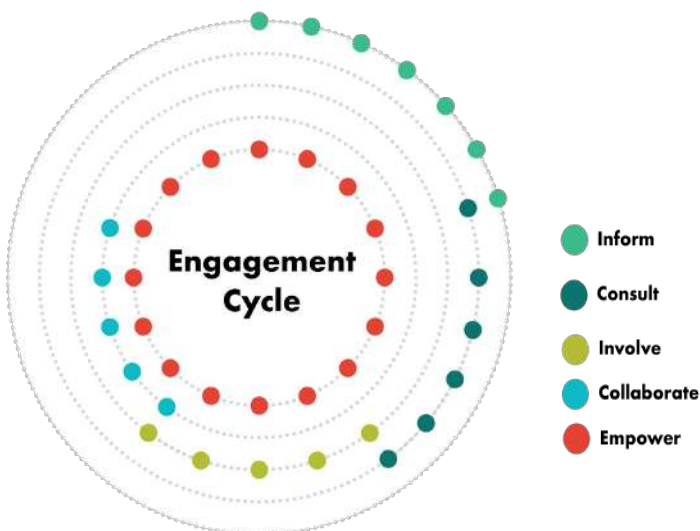
## ENGAGEMENT PLAN AND GOALS

The intention of the Engagement and Communication Plan was to inform Athlone community residents and stakeholders about the AMCC project.

The African Descendant engagement methodology included a range of approaches designed to ensure **inclusivity** and **robust community participation**. These methods included digital surveys, focus group discussions, community town hall forums and one-on-one interviews. This diversified approach provided a platform for all of Edmonton's African Descent community members to contribute their perspectives. *You can read more about the African Descendant survey findings in CNEORM's report.*

By utilizing a diverse array of consultation methods, the plan actively **involves** the widest possible audience to gather meaningful input, address concerns, and identify desires for the AMCC project. The ultimate goals are to **collaborate** with the public, **empower** Africa Centre and the City of Edmonton in making informed decisions, and ensure continuous and transparent communication with key stakeholders throughout the process. The plan recognizes the two-way flow of communication and aims to align project objectives with the goals of stakeholders and end-users.

## ENGAGEMENT STRATEGIES



▲ Table 11-1



▲ Calder Library Community Engagement · September 24, 2023

## Inform

There were various ways that we informed communities about the AMCC. We provided posters and flyers to be circulated around the neighborhood. The posters were hung at the Athlone Community League Hall, local businesses around the area such as restaurants, shops, and neighboring community league halls. Materials that we distributed included:

- Project background context and map
- Project Historical Document
- Survey Questions

## Consult and Involve

Reimagine Gathering involved and consulted various stakeholders for the AMCC project.

- Residents of Athlone Community
- Residents of the neighboring communities
- Community League Board Members
- Schools
- City of Edmonton Council
- MLA
- Various racial groups



## Collaborate

We led collaboration with the City of Edmonton, Athlone Community League, Athlone School and the EPL - Calder. Along with the community of African and Caribbean descent, these groups were identified as being the most closely connected to the vision of the AMCC and their participation is vital for the success of the project. We also led separate focus group engagements with these parties and influential leaders of the community.

## Empower

The ultimate goal of this phase is to empower Africa Centre and the City of Edmonton to make a decision on progressing the AMCC into the next phases based on a thorough investigation of community need, governance, operations, and support from community organizations. This will be facilitated through regular project updates and formal presentations throughout the process.

## Neighbourhood Engagement: Flyers, Posters and Survey

A QR code was provided on flyers, posters, and social media, that directed participants to complete a survey of 10 questions across four categories: AMCC Impact, Community Involvement, Programs, and Demographics.

Additional background documents were provided along with a site map. Physical survey copies were also distributed for increased accessibility during engagements.

## African Descendant Engagement: Surveys

Online Surveys were used to capture opinions, concerns and suggestions about the AMCC Facility.



▲ Poster and Flyer



## The African Multicultural Centre (AMCC) in Athlone Community Survey

LET'S REIMAGINE THE COMMUNITY CENTRE TOGETHER!

Please provide your feedback on the proposed African Multicultural Community Centre (AMCC) Project. The project's cornerstone is a community centre set to be established at the former Wellington Junior High School site. For background and additional information click on the link below.

- [AMCC Background Context](#)
- [AMCC Historical Document - Functional Program Study](#)

▲ Online Survey

The survey will take only about 5 minutes to complete, and your responses to this survey will remain completely anonymous.

**Demographic Section**

The demographic information included in this section is used to analyze responses to other survey questions.

- Which Neighborhood are you from?
 

<input type="checkbox"/> Athlone	<input type="checkbox"/> Kensington
<input type="checkbox"/> Wellington	<input type="checkbox"/> Other _____
<input checked="" type="checkbox"/> Calder	
- What is your age?
 

<input type="checkbox"/> Under 25	<input type="checkbox"/> 55-64
<input type="checkbox"/> 25-34	<input type="checkbox"/> 65-74
<input checked="" type="checkbox"/> 35-44	<input type="checkbox"/> 75 or over
<input type="checkbox"/> 45-54	
- How would you describe your race and ethnicity (Please check all that apply.)
 

<input type="checkbox"/> African	<input type="checkbox"/> African-Canadian Descent
<input type="checkbox"/> Caribbean	<input type="checkbox"/> First Nations/ Métis /Inuit
<input type="checkbox"/> Caucasian	<input checked="" type="checkbox"/> Hispanic or Latino
<input type="checkbox"/> East Asian/South Asian/South-East Asian	<input type="checkbox"/> Middle Eastern
<input type="checkbox"/> Race or ethnicity not included above; please provide it here _____	
<input type="checkbox"/> Choose not to identify	

▲ Paper Survey



▲ CNEORM • AMCC Community Engagement Project Report • December 5, 2023

## Engagement Prompts

We prepared various engagement tools to capture the voices of the diverse community members. The engagement tools used in our engagements included:

### Site Plan and Program Materials

We asked: "What would you do on this site? And Where would you place it?". We presented a large site plan with the surrounding context and we had the site program printed to scale. The participants were asked to place these programs on site and provide their feedback on why these location would be the preferred for the site. The Athlone residents provided their feedback on site outdoor program and site layout with this workshop.

### Program and Services

The question for this workshop was "What would you like see in this neighborhood at the AMCC site?", and we presented two sections: AMCC Programs and AMCC Services.

This workshop was designed to explore the community need and priority in its current state. We provided sticky notes for residents to write their ideas and feedback regarding the AMCC Program and Services.

### Focus Group Engagement

This engagement targeted a smaller group with the intention of fostering deeper conversation regarding the AMCC project and the community need. This smaller groups included influential people within the community including:

- The Athlone Community League board members
- Politically influential people within the community.
- Neighboring Community leagues
- Residents of Athlone

### Online Survey

We provided a QR code for the online survey which took on average 5-7 minutes to fill out. It included a total of 10 questions and contained four main categories:

- AMCC Impact on the Community
- Community Involvement with AMCC
- AMCC indoor and outdoor program
- Demographics

Along with the survey, additional background documents were provided with additional information into the history and programs of Africa Centre and AMCC.

### Paper Survey

We printed the same survey questionnaire and background information for people that would like to fill out the survey in a paper format. We shared it with the community members in all our in-person engagement sessions.

### Flyers

We provided flyers that people could take home to scan the QR code and fill out the survey as well as share with other community members.

The digital version of these flyers were also distributed through emails by partnering with the schools within the neighborhood. The schools that were able to pass the digital information to the parents were:

- Sir John Thompson School, Athlone
- Athlone Elementary School, Athlone
- St. Angela Catholic School, Wellington

### Posters

We reached out to the local businesses with high traffic around the Athlone community and asked them to share our posters with customers. We had the posters displayed at:

- Bronx Bowl - Bowling
- Gamer's Den
- Kensington Bingo Hall
- The Big Horn Pub/Bar
- Roman Pizza & Lounge
- Edmonton E. Juice
- Calder Community League
- Kensington Community Hall



▲ Calder Library Engagement • September 29, 2023

## Engagement Overview

Community engagements occurred in all the communities surrounding the AMCC site, but much of our work centered in the Athlone community. Through virtual and in-person engagement, we were able to reach out to a various community members. Our participants included residents of Athlone and nearby communities, residents of Edmonton, and other key members of the communities in the area.

## What We Have Heard

We heard the desire for more outdoor related activities while having a physical connection to Athlone Community League, EPL-Calder, and Fire Hall. People also expressed a desire for support for low income individuals and families, and having programs for both youth and seniors.

## AMCC Site Program Workshop

**“What would you do on this site and where would you put it?”**

### Highlights of what we have heard

This workshop presented the site map with the surrounding context and previously identified site programs. These programs include the AMCC building, Parking, Outdoor event space, Youth soccer field, Basketball court, Baseball Diamond field and community garden. Residents were asked their opinion on where they think is the best place for this programs on site and to include any other site programs that were not identified.

Community members were happy to engage in this exercise and let us know their desire for various outdoor programs on the site. From our engagement with residents we understand that there is a desire to have more sports field on site such as tennis courts, skate park, pickleball, Ice hockey and play park.

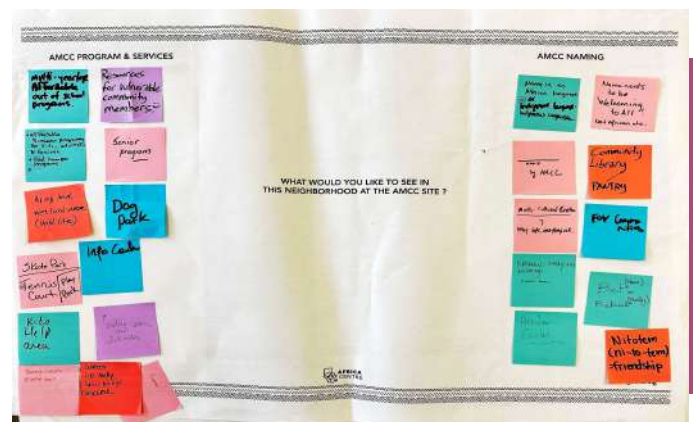
We heard that most of the Athlone residents own pets, and a portion of the site is currently being used as an off-leash dog park. Some residents suggested maintaining a portion of the site for a dog park.

Additionally, the site had a wetland, which the City of Edmonton is currently removing for drainage purposes. We have heard from several residents that they would like to see the wetland properly designed and built on-site again. The wetland attracts several birds during the summer season, making the whole site more appealing.

Few people have also mentioned the need for affordable housing and asked how the site could also accommodate for housing as well as a community centre.



▲ Calder Library Engagement • September 24, 2023



▲ AMCC Site Program Workshop • September 16, 2023



▲ AMCC “Where would you put it?” • September 16, 2023



## AMCC Building Program and Services

**“What would you like to see in this neighbourhood at the AMCC site?”**

### Highlights of what we have heard

This workshop intends to explore the needs of the community in terms of programs and services and find ways to integrate it within the AMCC building.

**Services and Programs** : Support for low income, affordability, support for people who are unhoused have been a theme that came up multiple times from residents in all our engagements.

The community members highlighted seniors and youth programs as a priority within the community. “By having summer programs, training and sports programs for the youth we can set them up in the right path and off the streets”.



▲ AMCC “Where would you put it?” • September 16, 2023

Below are the list of services that residents have identified from our engagements:

- Support **Low income** families
- Support families where there is violence
- Support for single parents
- **Senior programs**
- **Youth programs**
- Art and Dance Program
- Kids Program
- Support for people with drug addiction
- Educational Programs
- Cooking class for kids and Adults



▲ Calder Library Engagement • September 24, 2023



## Athlone Community Engagement #1

### Athlone Community League Day

On September 16, a team from Reimagine Gathering joined the Athlone Community League day and set up a booth for community members. We were able to engage with various members of the community, including seniors who have lived in Athlone since childhood, new community members, youth, and a wide variety of racial groups and political leaders of the community. We heard very positive responses regarding the AMCC in Athlone community. They shared with us the needs and desires for the project through site program workshop, program and services workshop, naming workshop as well as digital and paper survey.

### Highlights of what we have heard

Community members voiced their needs for outdoor sports and recreational activities at the AMCC, suggesting additions like tennis courts, a skate park, pickleball courts, ice hockey facilities, and a play park, in addition to the previously identified programs. Preserving existing site programs, such as the soon-to-be-removed wetland, was stressed, with residents advocating for the wetland's proper reconstruction, given its appeal to various bird species in the summer.

The workshop further explored the community's needs for integration within the AMCC. Residents identified vital services, including support for low-income individuals, senior and affordable out-of-school and summer programs for various demographics, a food hamper program, resources for vulnerable community members, an information hub, a library highlighting African culture, and dance classes. Additionally, services for recent immigrants to Canada, such as ESL and social integration programs, were considered essential, along with a focus on youth and senior programs.

## Athlone Community Engagement #2

### Edmonton Public Library - Calder

On September 24, a team from Reimagine Gathering joined the Edmonton Public Library Calder LEGO event at the Library and set up a booth to engage with visitors as they were arriving for the event.

The event gave us access to a variety of community members. The participants of our engagement were mostly families around the neighborhood. The Edmonton Public Library - Calder was the driving factor for residents to come to the Athlone community. We were able to identify that AMCC is going to attract more nearby residents in the future.



▲ AMCC "Where would you put it?" • September 24, 2023



▲ Community League Day Engagement • September 16, 2023



▲ Community League Day Engagement • September 16, 2023

### Highlights of what we have heard

The engagement emphasized the importance of essential services to support low-income families, address domestic violence issues, and provide community assistance for single parents. Residents also expressed a need for senior programs, art programs, and programs for both homeschooled kids and children in general. Support for individuals struggling with addiction, survivor groups, life training, drop-in services, and educational programs were identified as crucial. Additionally, residents expressed an interest in offerings like cooking classes for all ages and cultural education and awareness programs.

In terms of building programs, the community highlighted a desire for amenities such as a swimming pool, playground, recreational programs, gymnastics, and a hockey rink. While some residents suggested different names for the African Multicultural Community Centre (AMCC), the majority indicated their approval of the existing name.

## Focus Group Engagements - Athlone Community League Board Members

On September 18, a team from Reimagine Gathering went to the Athlone Community Board Member meeting to have a focus group engagement. We were able to give a quick presentation on AMCC in terms of the background, vision, and final schedule of the project.

### Discussion Topics

- What are the success factors?
- What is tricky in this neighborhood?
- Who else should we engage/ get involved?
- Current site use and best utilization of the project site?
- Additional Services and Programs

The Athlone Community League expressed their interest in establishing a partnership with AMCC in the future to maintain and share facilities and services rather than starting a competition over possible programming and/or service overlaps between the two.

### Highlights of what we have heard

The engagement discussions encompassed various project aspects. These included questions about project size and scope, addressing potential amenities like basketball and tennis courts, as well as homelessness support. Relocating the current fire hall was considered and the concept of an emergency centre was also discussed.

Key success factors emphasized the need for child-friendly food services, sports programs, and collaboration with Athlone Elementary School. The community's shift from seniors to young families was recognized. The impact of hall rentals on the Athlone Community League was explored, with a suggestion for shared events. Collaborations with other community leagues were considered.

Community concerns ranged from crime and copper theft to drug addiction and homelessness. The project's timeline revealed an expectation to complete the business case by year-end, marking progress toward the project's realization.



▲ Athlone Community League

## Edmonton Public Library - Calder

On September 28, a team from Reimagine Gathering went to the Edmonton Public Library Calder at the "busiest" hour to further engage with the community residents.

Similar to Engagement #2, we set up a booth and laid down workshops. The participants of our engagement were usually residents who lived nearby who were returning their books or just got off work. They generally held a very positive stance on AMCC and many of the participants remembered previous activities that Africa Centre provided before Wellington School was demolished.

### Highlights of what we have heard

The key engagement feedback highlights the need for essential services, particularly supporting low-income individuals and newcomers. These include a resource centre for newcomers from Africa, mental health programs with psychological assessments, drop-in language programs, mentorship opportunities, a law clinic, recreational classes (especially for children), an information hub, and free services for the homeless.

Residents also wanted efficient information dissemination, like QR codes for AMCC updates. In terms of the facility's name, while opinions vary, most support the current name. Some favor "African" for cultural representation, while others stress "Multicultural" for inclusivity. There's a strong concern for programs and spaces aiding the low-income and homeless population, as well as a desire to connect EPL-Calder and Athlone Community Centre through outdoor programs.



▲ Calder Library Engagement • September 29, 2023



### Athlone Community Hall - Focus Group

On October 4, a team from Reimagine Gathering invited community leaders and the board members of Africa Centre to Athlone Community Hall to share and envision the project together.

Athlone Community League generously offered the community hall to be used and we were able to host the focus group engagement successfully. The guest list follows as below.

- Deputy Fire Chief, David Lazenby
- Fire Chief, Joe Zatylny
- Tim Dykstra, Executive Assistant to Councillor Erin Rutherford
- Executive Director of EFCL, Laura Cunningham-Shepeley
- President for Athlone Community League, Dejan Hursin
- Information Tech. for Athlone Community League, Damaris Hoehne
- Athlone Community League, Clarice Hursin
- EPS Award A(trustee), Sherri O'Keefe
- Community League Representative(Area1), Shelly Tupper
- MLA, Sharif Haji
- MLA, David Shepherd
- Director for Africa Centre, Emmanuel Onah
- Executive Director for Africa Centre, Samuel Juru
- Chair for Africa Centre, Kemoh B-Mansaray
- Director for Africa Centre, Noora Badr

### Highlights of what we have heard

There was a general consensus that a new fire hall is vital for swift responses due to highway construction, with the project's collaborative vision encompassing libraries and recreational programs; however, concerns include community engagement, funding transparency, and the necessity for ongoing communication and broad awareness, while emphasizing the importance of building relationships with local businesses and recognizing the need for integrated mental health and healthcare services. The collaborative spirit among stakeholders is celebrated as a potential community model, with acknowledgment that the housing engagement discussion necessitates separate zoning changes.

### Fire Hall

The City of Edmonton and Edmonton Fire Rescue Services planned to construct a new fire hall on the project site in partnership with Africa Centre and Athlone Community League. Fire Chief David Lazenby expressed the potential for this fire hall to offer more than traditional services, including recreational programs like a library or sports field. While concerns about similarities to the Walker Integrated Fire Station were raised, there is significant support for the idea, particularly from the Athlone community who have experienced the benefits of having a nearby fire hall in the past.



▲ Athlone Community League Focus Group Engagement • October 4, 2023

### Athlone Community Engagement #4

#### Grand Trunk Fitness and Leisure Centre - Lauderdale

On October 13 and 14th, Reimagine Gathering held two engagement sessions at Grand Trunk Fitness and leisure Centre in Lauderdale. The purpose of this engagement was to engage with other residents in the surrounding areas who maybe a potential user of AMCC. The engagement methods were the same as the engagements held at Edmonton Public Library - Calder.

### Highlights of what we have heard

There was a general consensus that there must to be a lot of activity-focused programs and spaces in the new community centre. A gym with childcare, play place, recreation centre, mindfulness yoga classes, dance classes and baseball diamond, mainly focusing on programs and services to keep youth off the street. However, the majority of the participants were from outside of the area surrounding the proposed AMCC site.

The concerns arose on engagement included not engaging with the Indigenous population regarding the project, not getting involved with the Elders in Treaty 6 to discuss the naming of the project and not engaging with religious groups such as Muslim and Christian communities, and eventually AMCC competing with Grand Trunk Fitness and Leisure Centre in the future with the same programs and services.

## Area 1 Monthly Meeting Engagement

### Area 1 monthly meeting - Rosslyn Community League

On November 14th, Reimagine Gathering attended a Rosslyn community Monthly Meeting to explain AMCC project and understand overall vision for the AMCC. A short presentation was presented and two prompts were given to conduct a sticky note exercise.

**“What could AMCC support for recreational programming?”**

**“What is overlapping with AMCC for recreational programming?”**

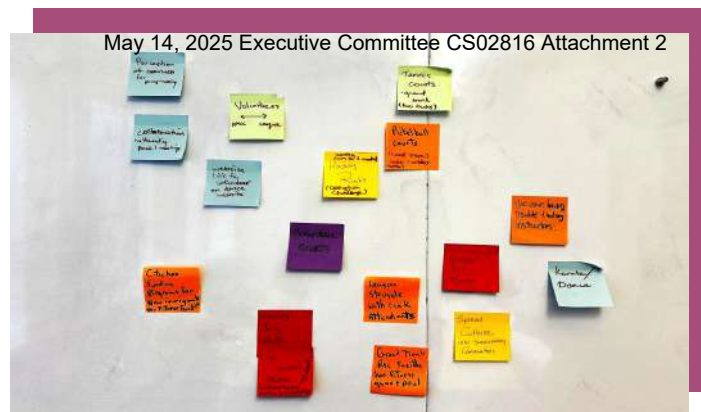


▲ Area 1 Monthly Meeting Engagement • November 13, 2023

#### Highlights of what we have heard

The existing facilities like the Grand Trunk Fitness and Leisure Centre already offers a lot of programs such as tennis court which face s high demand. Similarly, almost every community league has a hockey rink and many of them also offers classes such as karate, dance, and yoga classes. Instead of overlapping these programs, AMCC should offer programs such as basketball court, soccer field with potential collaboration with the Edmonton Minor Soccer Association (EMSA), and indoor pickleball court which are missing in Area 1.

AMCC could prioritize volunteer recruitment and collaboration. A dedicated website link facilitates community-wide involvement, and outreach to local schools through newsletters engages university and high school students. Calder's Senior Society mirrors this approach. Collaborative efforts with community leagues address event shortages, while monthly Area 1 meetings foster information sharing and collaboration. This strategy aims to boost community engagement and support networks.



▲ Risks and Mitigations workshop • November 13, 2023

## Wellington Park Community League

### Wellington park Community League

On November 20th, Reimagine Gathering attended the board meeting to explain the AMCC project and understand their overall vision. A short presentation was presented and two prompts were given to conduct a sticky note exercise.

**“What can AMCC support for recreational programming? (or any other programs or services)”**

**“What is overlapping with AMCC?”**

**“What are some tricky things that AMCC could face?”**

#### Highlights of what we have heard

The board members of Wellington Park Community League were concerned that a new community centre in the area could mean that the city might try to consolidate all the services their area to AMCC. However, the fire hall conversation seemed to be positive after the discussion of possible incentives integrated to the fire hall. The City's cutback on maintenance service in the area was another concern.

However, the board wanted to see services such as safe and quiet place for autistic people, a daycare, multi use sports court, art and crafting classes while avoiding overlaps with any other community leagues.



## AMCC Programs

Through engagement with the community the following programs below were identified as being requirements for the facility's success.

- **Recreation Facilities:** Tennis court, basketball court, soccer field, hockey, playground, pickleball, and indoor gym.
- **Green Spaces:** Picnic area, garden, bringing back wetland, and dog park.
- **Education and Mentorship:** STEM programs and Intergenerational mentorship (storytelling, folklore)
- **Activities & Programs:** Dance classes, martial arts classes, gymnastics, basket weaving, painting, cultural dance or fitness classes, history classes, cultural cooking classes, music programming, a space for elders, and cultural education/awareness class.

## AMCC Services

Through engagement with the community the following services below were identified as being requirements for the facility's success.

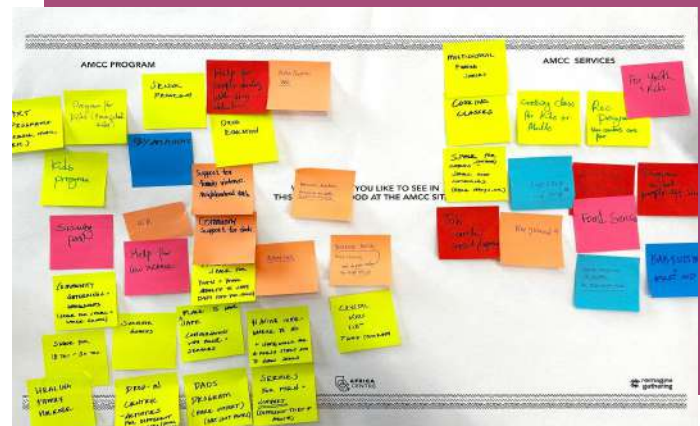
- **Social Supports:** Information Hub for vulnerable communities and immigrants.
- **Mental health Support:** Counselling, Arts program (art therapy)
- **Resource Centre:** Resources for low-income families, people who are unhoused, and people who are dealing with addiction.
- **Transgenerational Services:** Services for youth, and seniors.
- **Food Services:** Food and educations for kids and adults through after school cooking classes.



▲ Calder Library Engagement • September 29, 2023



▲ Athlone Community League Day Engagement • September 18, 2023



▲ Program & Service Workshop • September 18, 2023

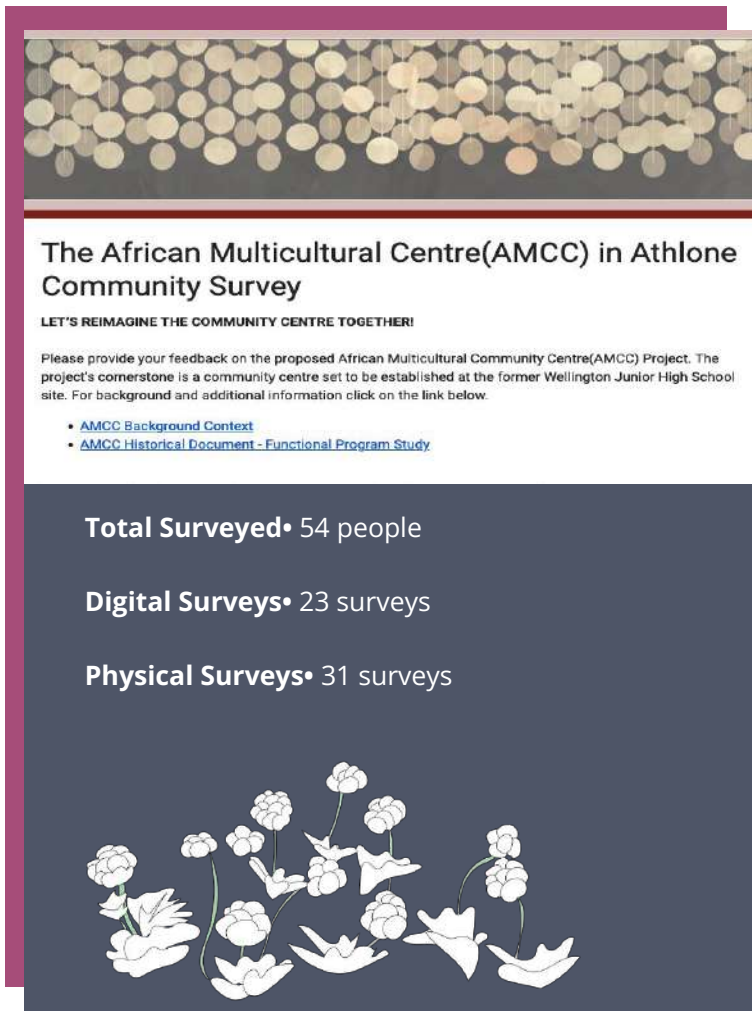


## Survey Key Findings

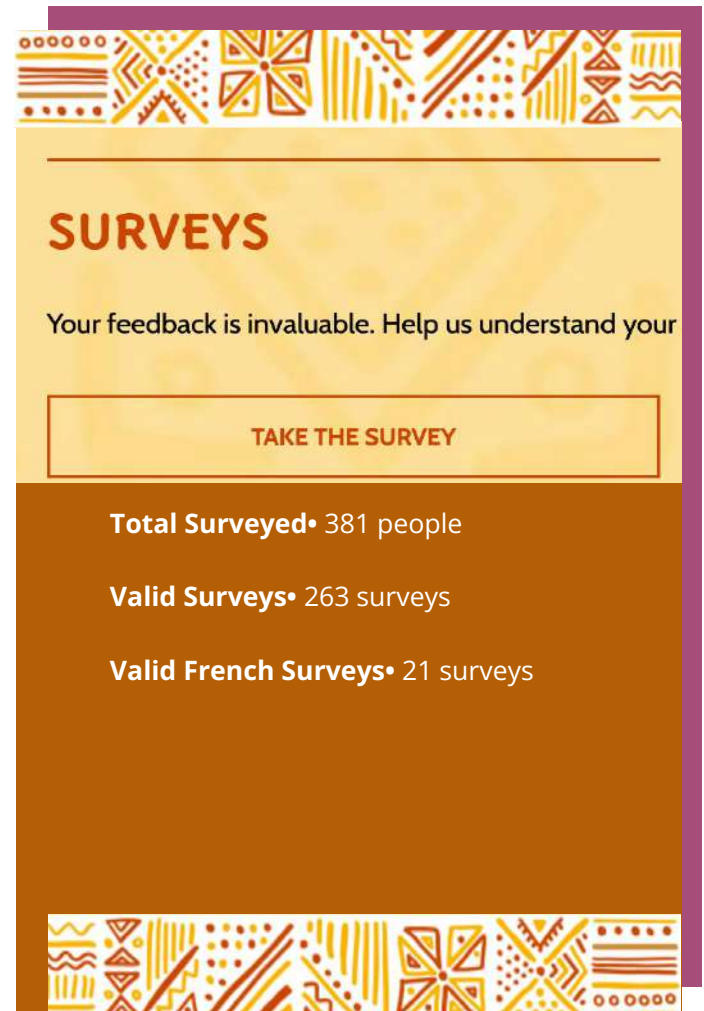
As mentioned, surveys, town halls, and workshops were conducted by Reimagine Gathering and CNEORM throughout the neighbouring community and the wider African Community respectively. The surveys revealed five key points to include in the AMCC facility.

- Recreational programs for community and/or cultural events.
- Indoor and outdoor sports facilities.
- An information/resource hub providing mentorship./
- An intergenerational space through programs and services.
- The partnerships and collaborations with African descent and non-African descent communities, organizations.

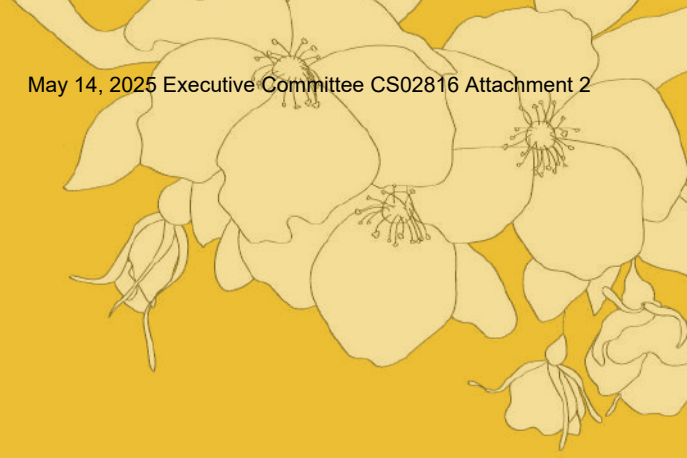
**\* Please refer to the Appendix for detailed survey results from both engagements.**



▲ Reimagine Gathering AMCC Survey



▲ CNEORM Survey



# Appendix

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**AMCC:** African Multicultural Community Centre

**African-descendant/African-descent:** Individuals descended from people from Africa.

**African Diaspora:** The global African diaspora is the worldwide collection of communities descended from people from Africa, predominantly in the Americas.

**Anti-Racism Advisory Committee (ARAC):** A City of Edmonton initiative, the Anti-racism Advisory Committee's (ARAC) mandate, as per bylaw 18970, is to raise awareness and catalyze action on racism and anti-racism in Edmonton.

**B3 Organizations:** An organization that is Black-led, Black-focused and Black-serving.

**Brownfield:** A piece of industrial or commercial property that is abandoned or underused and often environmentally contaminated, especially one considered as a potential site for redevelopment.

**Carver Governance Model:** An integrated board leadership paradigm created by Dr. John Carver that is designed to empower boards of directors to fulfill their obligation of accountability for the organizations they govern.

**Central Hub Model:** The hub-and-spoke model, often referred to simply as the "hub model," is a strategic framework in which a central hub entity serves as the focal point for the distribution of resources, services, or information to various spokes or subsidiary units. The primary idea behind this model is to centralize core functions and activities within the hub while connecting multiple spokes that rely on the hub for coordination and support.

**Decentralized Service Model:** Decentralized organization involves dispersing decision-making authority among multiple employees or departmental teams. Individuals at a lower level approve decisions and then report them to personnel in upper management.

**Low-Density Neighbourhood:** In terms of population and area, there is no 'standard' definition of residential density, but it often refers to the number of people living in a specific area and is used frequently for urban planning and development decision-making.

**NIMBYism:** NIMBY IS an acronym for the phrase "not in my back yard" and is a characterization of opposition by residents to proposed infrastructure developments in their local area, as well as support for strict land use regulations. It carries the connotation that such residents are only opposing the development because it is close to them and that they would tolerate or support it if it were built farther away.

**Pan-African:** Pan-Africanism is a worldwide movement that aims to encourage and strengthen bonds of solidarity between all indigenous peoples and diasporas of African ancestry. Based on a common goal dating back to the Atlantic slave trade, the movement extends beyond continental Africans with a substantial support base among the African diaspora in the Americas and Europe.

**PARSSY (Promoting Alternative Restorative School Supports for Youth):** Founded and operated by Africa Centre, The program is a community-based initiative designed to increase the protective factors surrounding high risk youth.

**Placemaking:** Placemaking means creating places and focuses on transforming public spaces to strengthen the connections between people and these places. Placemaking is a process centered on people and their needs, aspirations, desires, and visions, which relies strongly on community participation.

**Pre-Colonial Era:** Pre-Colonial North America (also known as Pre-Columbian, Prehistoric, and Precontact) is the period between the migration of the Paleo-Indians to the region between 40,000-14,000 years ago and contact between indigenous tribes and European colonists in the 16th century CE.

**Supporting Black Canadian Communities Initiative (SBCCI):** SBCCI was created to help increase the capacity of grassroots not-for-profit organizations serving Black communities in Canada.

**YEG TheComeUp:** YEG TheComeUp is a black youth empowerment program that works towards uplifting and sharing the voices of young people of African descent while also addressing challenges, societal issues, and barriers experienced by Black youth in Edmonton.

## Grants and Funding Opportunities

Grant Provider	Grant Name	Amount \$	Type of Grant	Project Stage
Bell Let's Talk	Diversity Fund	100,000	Programming	Operations
Canadian Race Relations Foundations	Project Grants	125,000	Project	Operations
Canadian Women's Foundation	Economic Development Grant, Girls' Fund grants, Investment Readiness Grant, Community Needs Grant	TBD	Project & Program Grants	Design & Construction
Chevron	Community Grant	TBD	Project	Design & Construction
City of Edmonton	CoE Economic Action Grant	50,000	Matching Grant	Design & Construction
City of Edmonton	CoE Anti-Racism Grant - Shifting the Perspective	75,000	Project	Design & Construction
City of Edmonton	Building Safer Communities Grant	TBD	Program	Operations
City of Edmonton	Collaboration Grant Program	TBD	Project	Design & Construction
City of Edmonton	Community Investment Operating Grant	TBD	Project	Design & Construction
City of Edmonton	Early Intervention and Intervention Grant Program	25,000	Program	Operations
City of Edmonton	Emerging Immigrant and Refugee Communities Grant	5000	Program	Operations
City of Edmonton	Festivals and Events Micro Grant Program	10,000	Events / Program	Operations
City of Edmonton	Housing Accelerator Fund	TBD	Project	Design & Construction
City of Edmonton	Revitalization Extensive Project Fund	150,000	Project	Design & Construction
CO-OP	CO-OP Community Spaces Funding	150,000	Project	Design & Construction
CO-OP	Community Investment Fund	TBD	Project / Event	Design & Construction
Edmonton Community Foundation	Community Grant	50,000	Project / Event	Design & Construction
Government of Alberta	Community Facility Enhancement Program	1,000,000	Project	Design & Construction
Government of Alberta	CIP Operating Grant	TBD	Operations	Operations
Government of Canada	Sustainable Development Goals Program	200,000	Project	Design & Construction
Government of Canada	Events - Multicultural and Anti-Racism Program	TBD	Events / Program	Operations
Inspirit Foundation	Sector Building Grants	50,000	Program	Operations
Inspirit Foundation	Major Project Grants	100,000	Project	Design & Construction
Nova Chemicals	Community Investment	TBD	Project	Design & Construction
R. Howard Webster Foundation	Community Grant	by request	Project	Design & Construction
Safeway	Community Action Fund	10,000	Program/ Event	Operations